

2022

Gender Pay Gap Report

Snap UK





About Snap

Snap's mission is to empower people to express themselves, live in the moment, learn about the world, and have fun together. We are proud to serve an incredibly diverse community of over 750 million monthly Snapchatters around the world, and we believe that cultivating an inclusive workplace and inclusive products are central to achieving our mission. Our long-term Diversity, Equity and Inclusion (DEI) strategy - as set out in our [Diversity Annual Report](#) - underpins our ability to achieve this mission and is built around inspiring empathy, redesigning systems, and driving accountability.

OUR PHILOSOPHY ON EQUITABLE COMPENSATION

At Snap, we are committed to pay equity which ensures "equal pay for equal work"; this means we focus on paying our team members fairly, consistently and in line with the market for each job function and level, regardless of gender. The Gender Pay Gap is different from the concept of equal pay for equal work; it instead calculates the aggregated difference between what men and women earn, based on their hourly average earnings.

THIS YEAR'S GENDER PAY GAP REPORT

This year we have seen improvements in our Gender Pay Gap, with the gap closing compared to last year across both median and mean pay. This, in part, reflects the positive movements we have seen in increasing the number of women in leadership roles through both hiring and internal promotions. However, we're still not where we want to be and are focusing on four key areas to continue to close this gap: inclusive hiring, internal talent nurturing, building an inclusive culture and enhancing inclusive workplace benefits. This report sets out more detail of our activities against these four priority areas, below.

STATUTORY DECLARATION

We confirm that the information and data in this report are accurate and in line with the requirements of the Gender Pay Gap Reporting Regulations.

Oona King
VP, Diversity Equity and Inclusion

Ronan Harris
President, EMEA

What our Data Shows



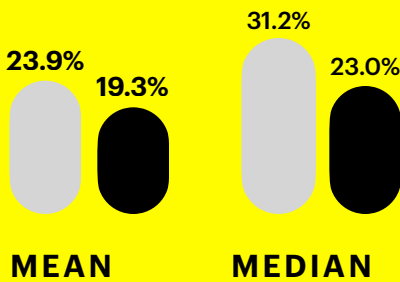
OUR 2022 UK BINARY GENDER PAY GAP

This year, based on guidance from our third party advisor, we changed the way we calculate our hourly pay gap to bring us in line with how other companies who provide stock-based compensation measure this number. Furthermore, our previous methodology was disproportionately impacted by our equity based compensation and, following a year of stock price volatility, made the year-over-year reduction in our hourly pay gap appear better than the actual progress we were making.

Although the new methodology means the improvement in our hourly pay gap is less favourable than if we used last year's methodology, we think it is the right approach. The new methodology allows us to better track representation of women in leadership and technical roles (higher paid roles at Snap), rather than tracking changes in stock price and allows us to better benchmark our progress relative to the industry. For transparency, we have also recalculated the 2021 pay gap using the new methodology and have shared these figures below.

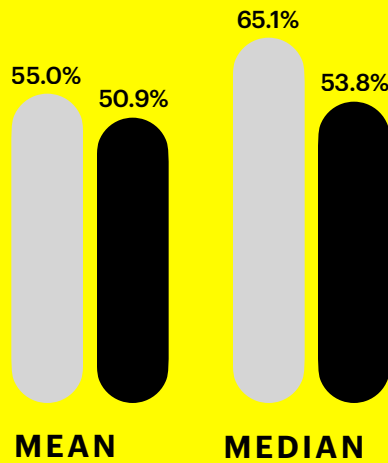
HOURLY PAY GAP

■ 2021 ■ 2022



BONUS PAY GAP

■ 2021 ■ 2022



WHO RECEIVED BONUS PAY

89.8%

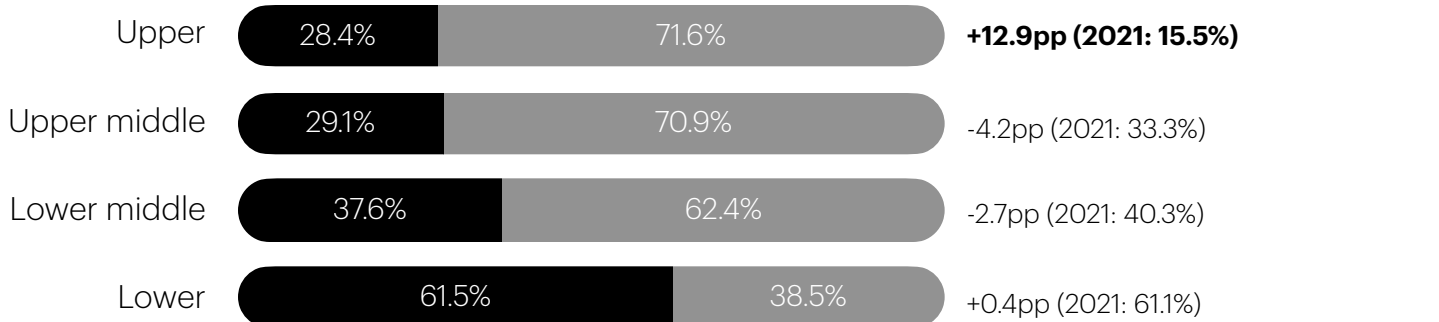
Women
(2021: 93.8%)

89.6%

Men
(2021: 94.4%)

PAY QUARTILES

■ Women ■ Men



For our statutory report, we utilised the hourly rates of pay and the organisation demographics of SNAP GROUP LIMITED, UK as of the snapshot date of 5th April 2022 and the bonuses paid in the 12 months up to 5th April 2022.

Improving Representation within Snap



While we're pleased with the improvements in our pay gaps we know there is still a way to go increasing the representation of women in leadership and technical roles at Snap. We remain committed to achieving our 2025 Diversity Annual Report goals, increasing the representation of women in tech to 25% and women in leadership roles (Director+) by 30%, and continuing to hold ourselves publicly accountable for these. In doing so, we are focused on four core areas to improve inclusion and representation.

INCLUSIVE HIRING

An inclusive and representative hiring process will have long term benefits for our business. In 2022/2023, we introduced an inclusive hiring programme which implemented mandatory practices to source diverse candidates for all roles, checkpoints focused on achieving minimum candidate diversity thresholds at each stage of the hiring process for leadership roles, and ongoing effort to diversify hiring panels. We are committed to running inclusive interviews and hiring from non-traditional pools.

TALENT NURTURING PROGRAMMES

We know a focus on hiring will only take us so far, so developing our current team members is crucial. We are focused on talent planning, to ensure diversity is front and centre, as well as developing targeted sponsorship and leadership development programmes.

INCLUSIVE CULTURE

An inclusive culture is the foundation to improving retention. In 2023 we will be launching new global DEI implementation guidance to help all our team members, managers and leaders, embed equity and inclusive practices into their individual thinking, interpersonal interactions and institutional ways of working.

ENHANCING INCLUSIVE WORKPLACE BENEFITS

Additionally, Snap offers many competitive benefits to support family planning including: reimbursement support for fertility treatments, such as IVF and egg/sperm freezing, 26 weeks maternity leave at 100% pay and 16 weeks paternity leave at 100% pay. We also provide access to private care coordinators to support team members who are caregivers, and will be piloting a menstrual and menopause leave policy in 2023.

Our [Diversity Annual Report](#) outlines the many other ways we are embedding DEI as a strategic business priority at Snap and we continue to collaborate on industry wide solutions via the [Action to Catalyze Tech \(ACT\) report](#).

We recognise that this journey will take time and we believe these steps and our commitments will help us move closer to achieving our Diversity Annual Report goals and further closing the Gender Pay Gap.

