

2023

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 800 million monthly Snapchatters around the world, and we believe that creating an inclusive workplace and inclusive products are central to achieving our mission. Our 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 EQUAL PAY

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 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's report - which reflects a snapshot of our UK business in April 2023 - shows our median pay gap remained consistent, whilst the hourly pay gap increased slightly. This was due to continued outside representation of men in technical roles and some changes to UK-based leadership. As a result, there was a higher proportional increase in the mean hourly pay of men compared to women, causing the rise in the mean hourly pay gap. The median hourly pay gap remained consistent with last year as this metric is less impacted by highly paid or lower paid outliers.

From April, we saw the impact of our efforts and made bigger strides in increasing the representation of women in UK leadership - between December 2022 and December 2023 we doubled the representation of women leaders in the UK (from 21.4% to 42.9%).

We are pleased with the progress and proud to have a brilliant team of women in leadership here in the UK (and across EMEA), however there is still work to do. We continue to focus on three key areas to close the gap: 1. Inclusive Culture, 2. Inclusive Hiring and 3. Talent Development and Progression. This report sets out more detail of our activities against these three 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.

Arun Batra
Senior Director, DEI

Bridget Lea
UK General Manager

What our Data Shows

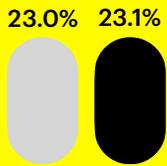


OUR 2023 UK BINARY GENDER PAY GAP

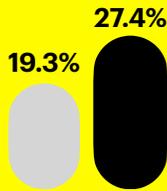
There's been little change in Snap's median hourly pay gap this year, at 23.1% in favour of men (+0.1pp from 2022) whilst the mean hourly pay gap has increased, at 27.4% in favour of men (+8.1pp from 2022). Our full statutory gender pay gap figures are below.

HOURLY PAY GAP

2022 2023



MEDIAN



MEAN

BONUS PAY GAP

2022 2023



MEDIAN



MEAN

WHO RECEIVED BONUS PAY

96.0%

Women

(2022: 89.8%)

95.9%

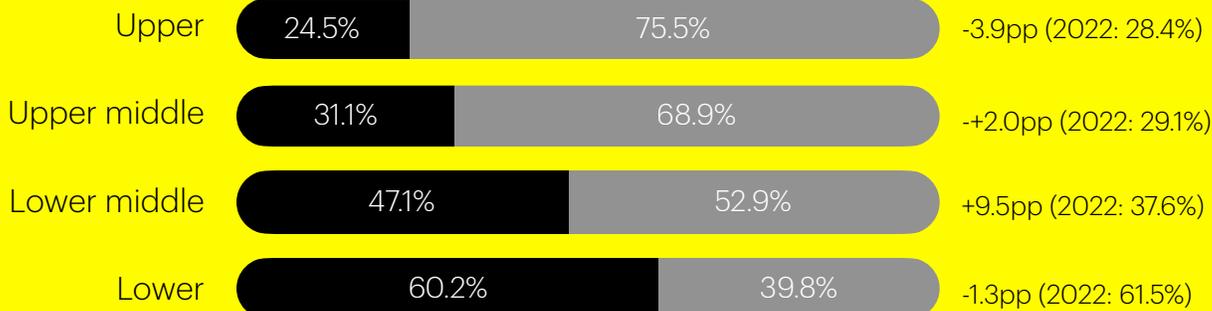
Men

(2022: 89.6%)

PAY QUANTILES

Women Men

Change in representation of women



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 2023 and the bonuses paid in the 12 months up to 5th April 2023.

Improving Representation within Snap



We remain committed to achieving our 2025 Diversity Annual Report goals, increasing the global representation of women in tech to 25% and women in leadership roles (Director+) by 30%, to 34.5%. **2023 saw our strongest year on year growth in the representation of women in leadership roles globally which increased by 4.6 percentage points (pp) to 33.7%**, its highest representation to date. In the UK specifically, across 2023 we doubled the representation of **women in leadership to 42.9%**. Despite this progress, we're still not where we want to be and we are focused on three key areas to improve representation.

1. INCLUSIVE CULTURE

In Q1 2024 we launched Snap's first DEI Playbook. This unique resource provides on-demand, actionable guidance for all team members to support inclusive decision making. It also critically informs team members on how we can all contribute to an inclusive workplace for women and underrepresented groups at Snap. It covers a comprehensive range of topics relevant for all roles and geographies, from hiring; allyship; cross-cultural working; and support for managers. Powered with insights from our employee engagement survey we will also be delivering inclusive culture workshops in the UK. We continue to maximise our Employee Resource Groups (ERGs) and have evolved ERG strategies to centre on internal engagement and professional development, aligned with our focus on workforce representation.



We remain committed to our inclusive benefits offering

Over the last 12 months we launched our UK Menstrual and Menopause leave policy and provide all UK based team members with up to 10 additional days of paid time off per calendar year for menstrual and menopause related absences. Snap also provides 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, and access to private care coordinators to support team members who are caregivers.

2. INCLUSIVE HIRING

In last year's Gender Gap Report we highlighted our global inclusive hiring programme, which implemented checkpoints focused on achieving minimum candidate diversity thresholds at each stage of the hiring process for leadership roles. In the UK, this was specifically focused on women. This program proved successful in diversifying our leadership hires and in Q4 2023 we expanded the scope to be applicable to all senior individual contributor and above roles, globally. Throughout 2024 we will be developing mechanisms to improve adherence to the checkpoints for all applicable roles, and hold leaders to account. These updates include: notifications for hiring managers on whether their process meets minimum candidate diversity thresholds; providing leaders with more regular, real-time data, to monitor their progress; and a UK-wide ambition to achieve 100% adherence to the program.

This journey will take time but we believe these commitments will help us move closer to achieving our [Diversity Annual Report](#) goals and further closing the UK Gender Pay Gap.

3. TALENT DEVELOPMENT AND PROGRESSION

Finally, across 2024 we will also have an enhanced focus on supporting the development and progression of underrepresented groups at Snap. We remain committed to effectively evaluating the diversity of our leadership pipeline, via succession planning, as well as providing mentoring and sponsorship opportunities specifically for our technology teams. We are also exploring additional tools to build into our talent processes, to identify and hold managers to account for providing growth opportunities to high performers.

