

# UK Gender Pay Gap Report 2022

Published: 4<sup>th</sup> April 2022



# SWAROVSKI

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# Foreword



Welcome to our 2022 Gender Pay Gap Report. We want to be recognised as a brand that's built on a foundation of equality and inclusivity.

Annual reporting of our gender pay gap provides us with an opportunity to evaluate our progress with our commitment to closing the gender pay gap over time. Whilst the brand transitions into the attainable luxury sector, diversity and inclusion remains an essential component at the forefront of our journey.

Our commitment to diversity and inclusion extends beyond our UK business, and we continue to be guided by global business parameters when making business decisions on compensation and rewards. Our processes strictly focus on objective achievements and performance that aim to remove biases at every stage of our compensation and rewards schemes.

Although we have improved our gender pay gap this year, we acknowledge that we still have a task ahead of us in further closing the gap. If you read on, you will find more details on why we have a gender pay gap, and what steps we will take to continue upholding our commitment.

**Craig Ash**

**Managing Director of the Swarovski Crystal Business  
UK, Ireland, and Nordics**

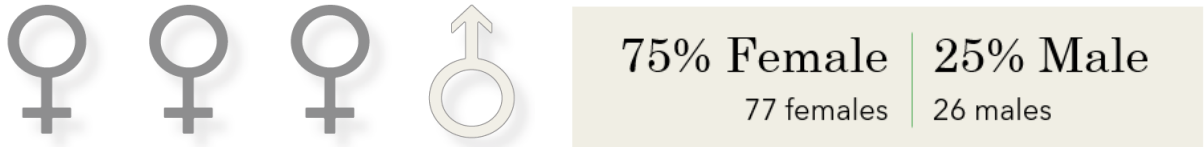
# The Statistics

Our report is based on employee data from the snapshot date of April 5 2021 and relates to our employee population who were working at Swarovski UK at that time.

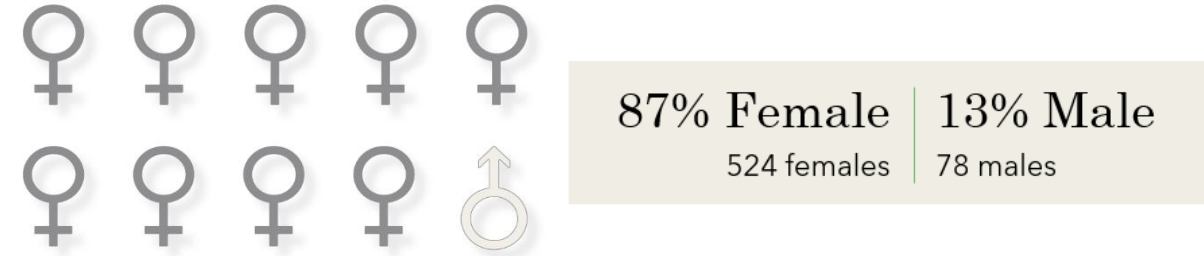
It is important to remember that the retail sector faced lockdowns and furlough during the pandemic and this extended until mid-April of 2021.

For the purposes of this report, we are reporting only on employees who were working and not furloughed in April 2021. This means that our gender pay gap report for 2021 relates to 103 employees, most of whom were employed at our Offices, and excludes most of our store colleagues who were furloughed.

### Relevant employees reported for our hourly pay gap



### Relevant employees for our bonus gap



The make-up of the reported population for our bonus gap includes our entire retail and office-based employees across the UK business. You will find our percentage female and male population in the figure above, which has not changed since we reported on our 2020 gender pay gap.

# Our Gender Pay Gap and Bonus Gap

You will find this year's results in the first column of the table below. In the second column, you will see how our results compare to last year:

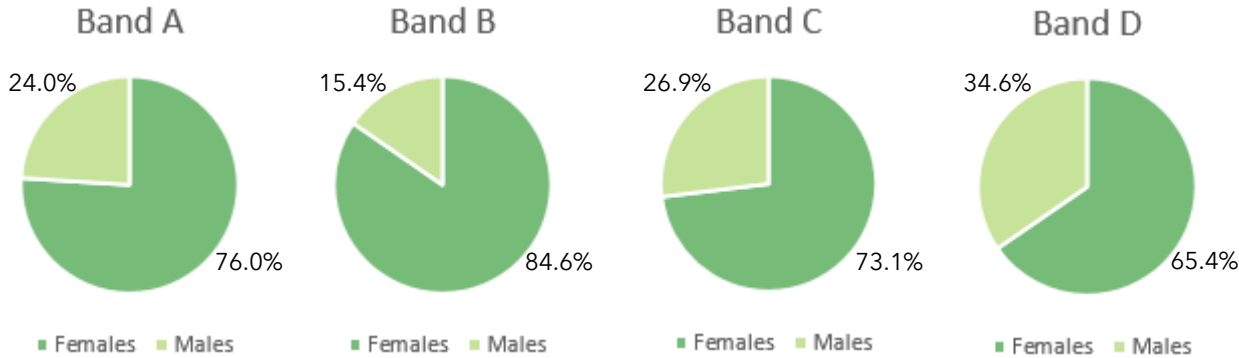
<b>Mean gender pay gap 2021 (%)</b>	<b>% Change from 2020</b>
22.1	▼ -7.6
<b>Median gender pay gap 2021 (%)</b>	<b>% Change from 2020</b>
17.7	▼ -12.1
<b>Mean gender bonus gap 2021 (%)</b>	<b>% Change from 2020</b>
56.7	▲ 6.7
<b>Median gender bonus gap 2021(%)</b>	<b>% Change from 2020</b>
14.4	▼ -24.5

Below, you will find the % proportion of females and males receiving a bonus, which has increased since 2020.

<b>Males receiving a bonus (%)</b>	<b>Females receiving a bonus (%)</b>
95.1	97.0

# Our Pay Quartiles

This year, the 103 employees that we reported on were equally split into four pay bandings as follows:



Band A represents our lowest pay quartile, whilst bands B and C represent our lower-middle and upper-middle pay quartiles, respectively. Band D depicts the gender split in our highest pay quartile, which you will also see comprises our highest portion of males in comparison with the lower pay bandings.

# Our Actions and Commitments

Although we have managed to decrease the mean gender gap this year by over 7%, we acknowledge that we have work to do in determining more actions to further decrease it. The changes in this year’s analysis have provided us with some useful insights into understanding the drivers of our previous gender pay gap, which we will explain in more detail below.

The mean gender pay gap is determined by calculating the average pay rate that females receive across the whole organisation, compared with males. Our entry-level positions mainly lie within our retail stores, which have corresponding entry-level pay rates.

With the flexible nature of retail and part-time working options that we offer, we attract a far larger percentage of females than males to work for us in store-based roles. As a result, our female sales colleagues make up some 40% of our entire UK working population, whilst male sales colleagues on entry-level pay make up just 4%.

We attract a higher proportion of males in our offices. These colleagues are employed in the higher pay bandings, which drives up the average male hourly pay rate overall.

We recognise that until we begin to see a significant increase in the number of male employees in our entry-level store roles, this may continue to impact the overall pay gap.

We therefore remain committed to attracting a diverse candidate pool at all pay levels throughout 2022.

Our other actions this year will focus on the support and flexibility that we can provide our employees, that will further instil equal opportunities at every stage of our employees' life cycle at Swarovski and ensure pay and promotion parity. This will involve reviewing our talent and succession planning processes, deeper analysis into the developmental opportunities for career growth, and the utilisation of company surveys to inform the wider business of any identified gender-related issues with our global HR processes.

We have also previously implemented a wide range of initiatives and training courses in line with our commitment to encourage gender equality. We continue to review our workplace culture to nurture a supportive and inclusive working environment for all.

Below, you will find further details on our initiatives:

- We encourage career progression for all employees and promote a healthy work-life balance including flexible working, where possible. In 2021, we introduced our hybrid working benefit at our UK head office to further support our employees.
- We commit to building a diverse leadership population that includes underrepresented groups. As a first step we commit to having 45% of our leadership positions filled with female leaders by 2025.
- We champion and enable mentoring and leadership programs to create a more diverse and inclusive leadership, enabling our people to reach their full potential.
- For performance review, succession planning and talent review processes, Swarovski has issued a new 'Interrupt Bias' guide to facilitate bias free people processes for all line managers.
- In 2021 we rolled out unconscious bias training to all our retail and office employees.
- In 2021 new equality, diversity and inclusion focused digital learning curriculums were launched focusing on micro-inequities and allyship. These modules raise awareness on misbehaviours that can transpire based on characteristics, including gender and are available to all Office locations globally.

In addition to our corporate responsibilities, our Swarovski Foundation continues to support women around the world through education, entrepreneurship, and healthcare projects. These projects make job markets and independent decision-making more accessible to women across the world from the skills that they've gained through these programmes.