



SWAROVSKI

SWAROVSKI UK
GENDER PAY GAP REPORT 2020

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1. FOREWORD



At Swarovski, we are committed to supporting gender equality and ensuring greater parity in our people and business decisions.

As you will see from the results in this report, we remunerate and reward our people based on performance and contribution. We have global schemes and guidelines in place to ensure all our employees are offered remuneration that is competitive, fair and equal.

We endeavour to be transparent with employees about pay and we have worked hard to ensure decisions are made based on talent and role performance.

In this report, we present results that have been accurately calculated to depict our gender pay gap in 2020. You will find that these have improved since 2019.

We recognise that there is still work to do to narrow the gap and remain fully committed to ensuring gender parity across our business.

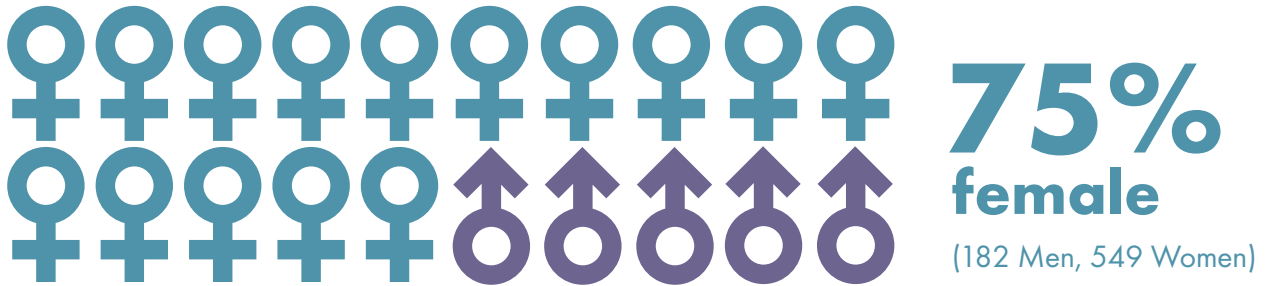
A handwritten signature in black ink, appearing to read 'Hayley Quinn'.

HAYLEY QUINN
*Managing Director Consumer Goods Business,
UK, Ireland and Nordics*

2. THE STATISTICS

ORGANISATIONAL STRUCTURE

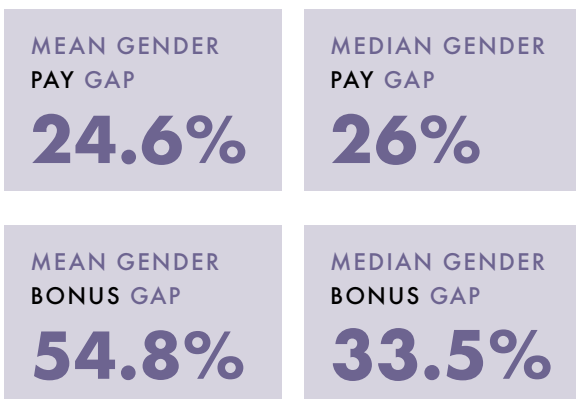
Our report is based on employee data from the snapshot date of April 5, 2019 and relates to the 731 Swarovski employees based in the United Kingdom. As shown below, 75% of our workforce is female.



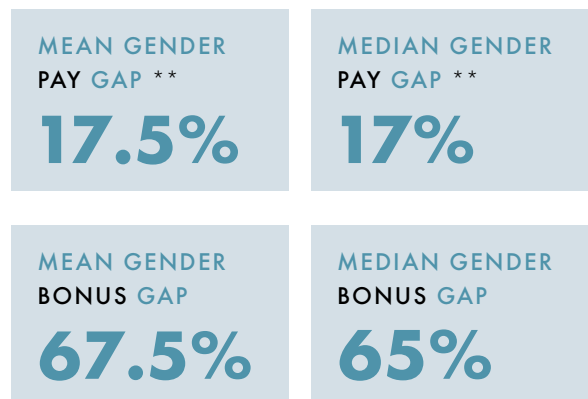
Unlike many retail-based organisations, our workforce is comprised of a wide range of business units, including Corporate Branding and Communication, Swarovski Optik, Swarovski Professional, Corporate Sustainability, and The Swarovski Foundation, as well as retail and support functions such as human resources, legal and finance. These employees are based in 69 retail stores and three head offices nationwide.

GENDER PAY GAP AND BONUS GAP

Swarovski UK



UK Retail & Wholesale Industry Standard*



*The Office for National Statistics provides comparative data submitted by organisations in the same industry

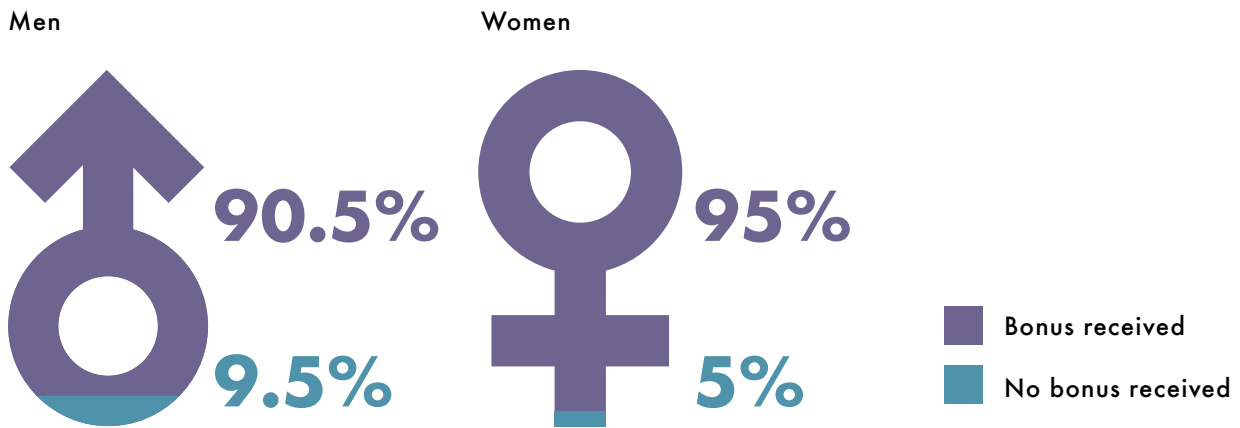
**The median pay gap is the difference between the midpoints in the ranges of hourly rates of men and women
The mean pay gap is the difference between the average hourly rates of men and women

At Swarovski, we are proud that we attract a high level of female talent, which reflects our customer base and the wider jewellery industry. We have a large number of women working in retail stores and a relatively small number of men across all business units. Whilst we understand that the flexibility of retail is attractive to many women, it heavily influences our headline numbers. Our UK business operations cover both part-time and full-time positions in both retail and corporate offices, the latter of which have a more diverse gender mix when compared with retail.

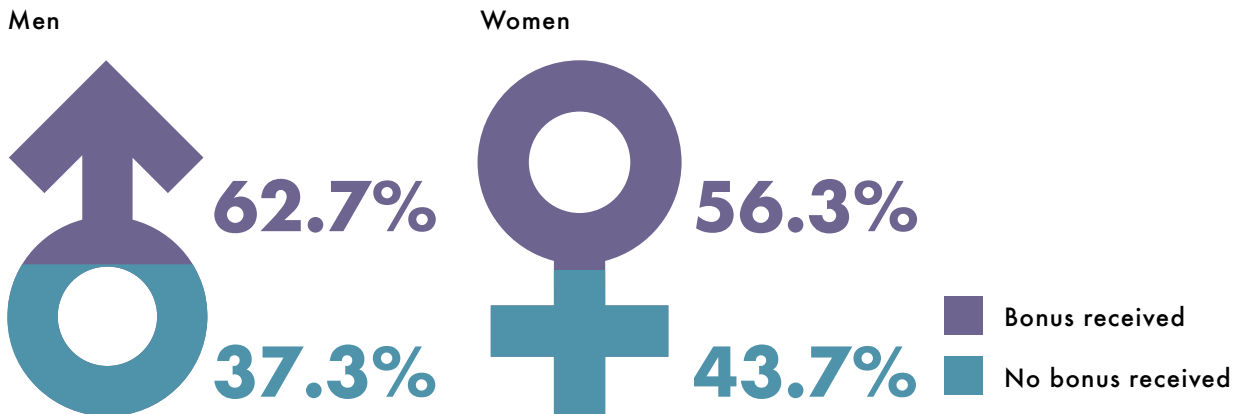
PROPORTION OF EMPLOYEES RECEIVING A BONUS

(Based on 2019 bonus payments)

Swarovski UK:



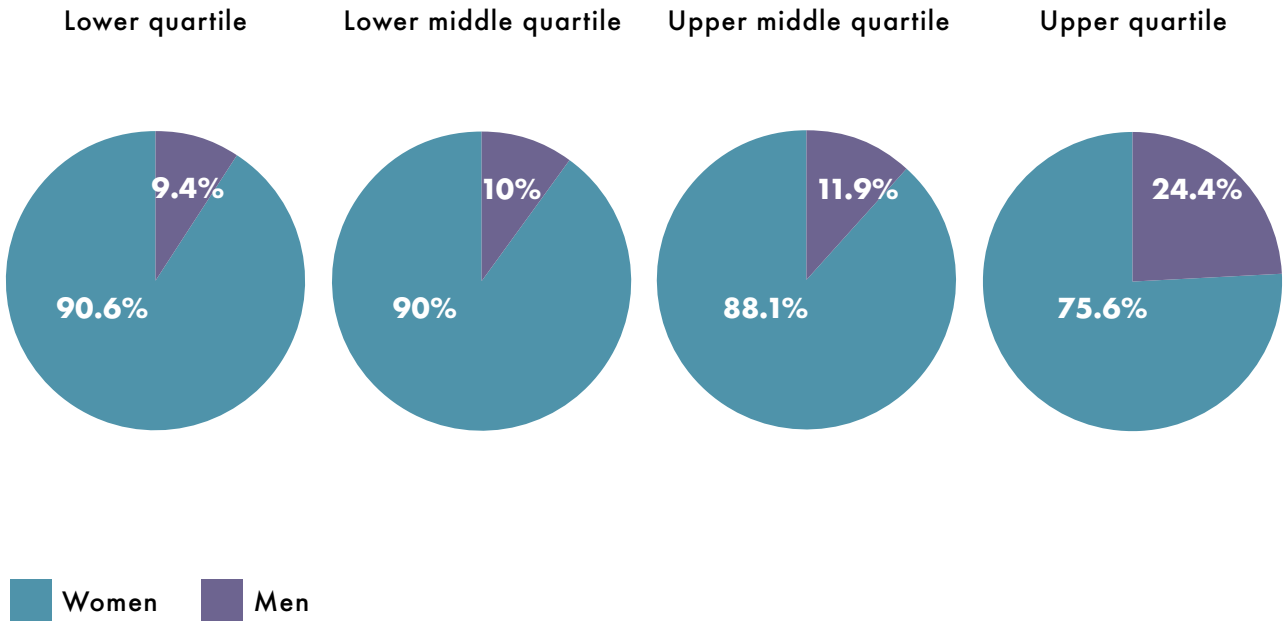
Retail and Industry standard:
(Government data ***)



*** Benchmark data can be found at <https://gender-pay-gap.service.gov.uk>

3. PAY QUARTILES

Swarovski UK Ltd



As demonstrated in the sample above, we have consistent representation of men and women across all of our pay quartiles. You will find a slight increase in male representation in the upper quartile this year compared to last year, as this is a result of business development within Head Office roles. This has led to recruiting and promotion opportunities that placed a higher proportion of men in this pay quartile in comparison to the lower and middle pay quartiles that are primarily customer-facing sales roles.

4. CONTINUING WITH PROGRESS

Inclusion and diversity are at the heart of who we are. Our employees and customers are hugely diverse and we are proud to embrace diversity within our business practices. We strive to create a work environment where people feel respected, valued and where they are free to be themselves. We remain committed to attracting and retaining the very best talent and ensuring that gender is never a factor in making decisions, including pay.

OUR CONTINUED COMMITMENT

Our brand has a largely female customer base and workforce which makes us perfectly placed to champion greater gender equality. Through our HR processes we continue to encourage gender balance throughout our organisation.

- We encourage career progression for all employees and promote a healthy work-life balance including flexible working, where possible.
- We champion mentoring and leadership programmes to create a more diverse and inclusive leadership, enabling our people to reach their full potential.
- We remain committed to removing bias from our recruitment processes and are actively trialling innovative ways to achieve this.
- As members of the Ten Principles of the UN Global Compact programme and as ambassadors of these principles, we remain committed to upholding the 6th principle, which promises the elimination of discrimination in respect of employment and occupation.

Beyond our UK business operations, the Swarovski Foundation aims to support women around the world through education and healthcare projects which ensures access to job markets and supports independent decision-making. These philanthropic initiatives have included support for charities such as NEST, Mothers2Mothers and Women for Women International, all of which champion equality and empowerment through their programmes.