

SWAROVSKI



UK Gender Pay Gap Report 2026

Published 4th April 2026

Contents

- Foreword 2
- Statistics 3
 - Pay Gap and Bonus Gap..... 4
 - Proportion of Employees Receiving a Bonus 4
- Pay Quartiles 5
- Actions and Commitments..... 6

Foreword

I'm pleased to introduce our annual Gender Pay Gap Report, which reflects our ongoing commitment to transparency, fairness, and continuous improvement.

At Swarovski UK, we remain dedicated to being a brand, and employer that embeds equality and inclusivity into every aspect of our work. Our annual gender pay gap reporting serves as an important opportunity to reflect on our progress and identify where we can continue to improve. As the brand advances on its journey to build luxury at scale, our people remain at the heart of our success. Upholding the principles of equality and inclusivity is essential to that commitment.



This year's results show encouraging progress, with overall slight improvements across our gender pay gap metrics when compared to the prior year. The most significant difference is in regards to our bonus data due to head office employees not receiving any bonus related pay in 2024 compared to a pay out in 2025. In this report you will find more specific detail on the gender pay gap data, and what steps we are taking to continue to uphold our commitment to offering all employees equal opportunity for reward and progression.

While we recognise that there is still work to do, these improvements demonstrate the impact of our continued efforts to promote equity and support career progression for all colleagues. We remain committed to building on this momentum and taking further meaningful steps to ensure fairness and opportunity across our organisation.

A handwritten signature in black ink, appearing to read 'S. Winstanley', with a stylized flourish at the end.

Samantha Winstanley
General Manager of the Swarovski Crystal Business
UK & Ireland

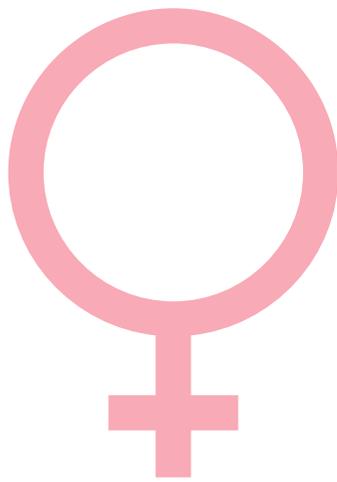
Declaration:

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Statistics

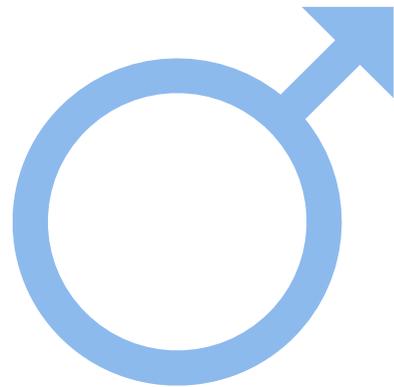
Our report is based on employee data from the snapshot date of 5th April 2025 and relates to our employee population who were working at Swarovski UK at the time, of which 627 employees were identified as relevant.

Relevant employees reported for our hourly pay gap:



553
FEMALE

88.20%



74
MALE

11.80%

Pay Gap & Bonus Gap



We see a rise in the mean gender bonus gap compared to last year due to a bonus pay out for head office employees in 2025 which widened the gap.



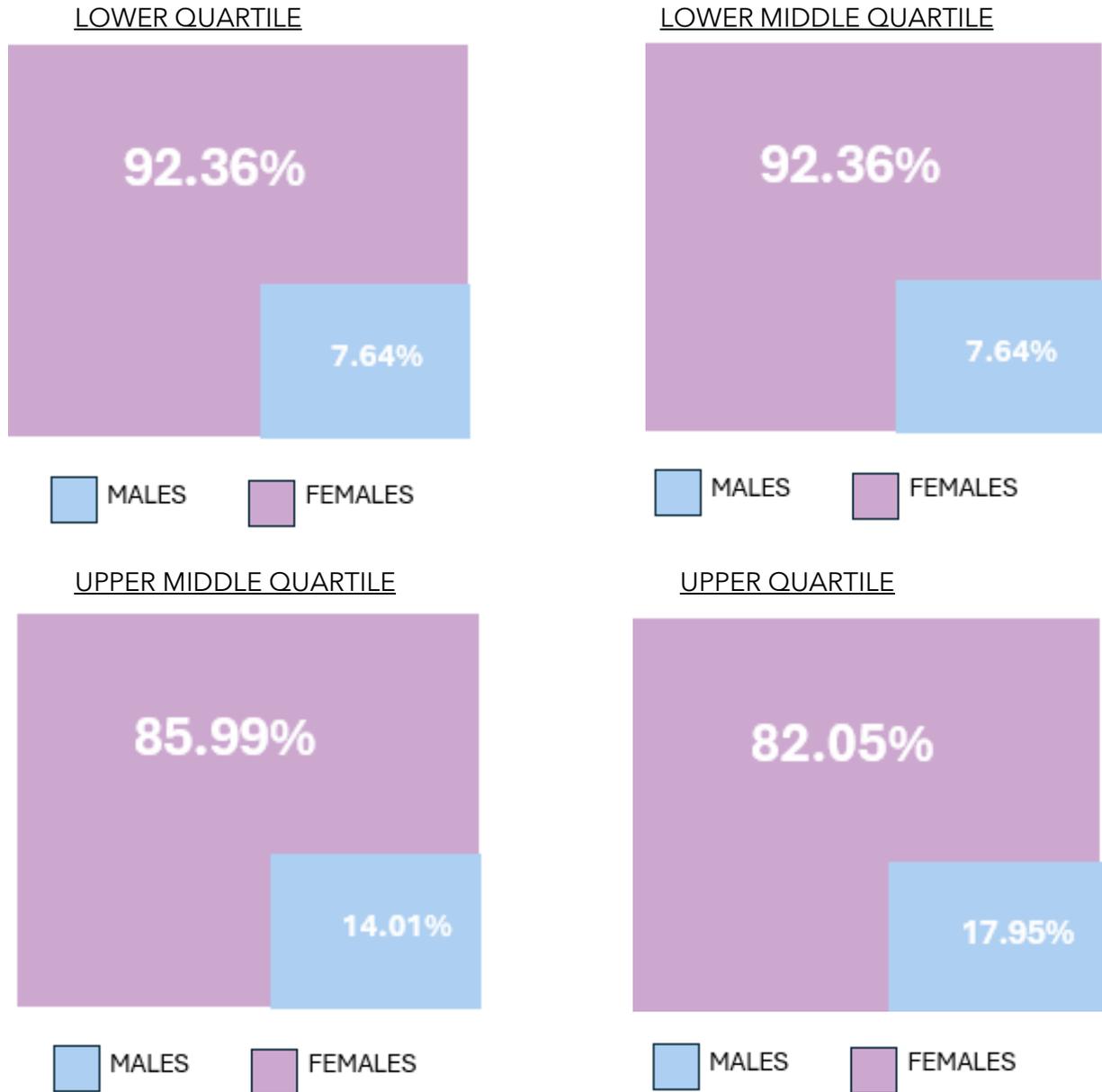
Above you will find the % proportion of females and males receiving a bonus, in the year ending 5th April 2025 with a higher percentage of women receiving a bonus in this period.

Mean Pay Gap-The raw difference between men's average pay and women's average pay, expressed as a percentage.

Median Pay Gap-The difference in pay between the middle-paid man and middle-paid woman expressed as a percentage.

Pay Quartiles

For the 627 relevant employees in this year's report, we have broken them down into the following four quartiles:



As the figures show, although all four quartiles are heavily weighted towards female employees, the first two quartiles stand at over 90%. This indicates a significantly higher number of female employees in entry level roles with entry level pay, which has an overall impact on the average female pay across the whole Swarovski UK business.

Actions & Commitments

We remain committed to exploring ways in which we can work to close the gender pay gap and open up opportunities for personal and career development at Swarovski.

Swarovski continues to focus and invest in building fair and inclusive processes, ensuring employees have equitable opportunities supported by our internal processes, Company policies, training opportunities and a conscious shift to a high feedback culture.

With almost 90% of our UK Senior Leadership Team made up of women including the appointment of a new female General Manager in 2025, we are an organisation that champions and role models female leadership and have actively supported internal succession of female leaders.

We are committed to celebrating individuality reflected in the diversity in our marketing materials to include individuals from underrepresented groups including gender, age, ethnicity, size, ability, sexual orientation.

The Swarovski Foundation continues to partner with key charities that support women globally. Since 2015, the Swarovski Foundation has invested in Room to Read's Girls' Education Program across Asia, benefiting over 2,200 young women. We commit to supporting important events and campaigns that help to empower women beyond our local business.

We continue to leverage our voluntary Employee Resource Groups (ERGs) such as our Equity, Diversity and Inclusion Group where Swarovski employees can find inspiration to drive positive change together.

At Swarovski we believe that respecting and supporting each other creates an environment where creativity flourishes and innovation blossoms, fostering a truly inclusive workplace.

