

2023 Sustainability Report



SWAROVSKI

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01

Introduction



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Message from our Board of Directors & CEO

Change has always been a fact of life, and 2023 was no exception to that. Businesses worldwide had to face challenges of continued inflation, the proliferation of global conflicts, and the acceleration of climate change and its impact. At Swarovski, we believe that particularly in times like these it is crucial to take responsibility.

Not only the spirit of innovation and creativity but also the conviction to fairness and responsibility is part of our DNA ever since our company was founded in 1895. Consequently, we have developed a comprehensive sustainability strategy that is a fundamental part of our LUXignite business strategy, with underlying activities directed towards five key focus areas that reflect the issues most material

to our work. Our 2030 commitments support these focus areas and hold us to account. The board of directors makes social and environmental matters an integral part of its strategic considerations and board engagement. It guides the company with a long-term view, monitors risk management policies and guides and supports management in their efforts to achieve strategic targets regarding our social and environmental responsibility as part of its ESG ownership.

In 2023 we have made positive progress throughout our business towards realizing our commitments, and we are proud of numerous achievements. Reducing our total greenhouse gas emissions by 11% versus 2022 is one key standout, a result achieved through reductions in all three scopes, including reaching our Scope 3 SBTi target well ahead of schedule. We continued to invest in transitioning to renewable energy across our business, with our manufacturing

site in Serbia now powered entirely with renewable electricity. This marks the fifth out of our six sites to be converted.

Our combination of innovation power and *savoir-faire* helped us to enhance the sustainability of our products. In 2023, we introduced our Galaxy collection made with Swarovski Created Diamonds and 100% recycled gold. The complete collection is produced using 100% renewable electricity. We also revealed Swarovski ReCreated™ crystals, our most sustainable crystals to date, an innovation engineered by Swarovski that turns glass breakage from our production process into new spectacular crystal colors, therefore reducing our use of natural resources. In addition, all the brass, palladium, and gold used in jewelry production at our own manufacturing sites now comes from recycled sources.

We launched our new equity, diversity, and inclusion strategy in 2023, and, while 39% of our leadership roles are now occupied by women, this is only one aspect of how we champion diversity and celebrate people’s individuality in our own organization. At the same time, we offer an experience for our customers that is welcoming to all. Everything we achieve is thanks to the dedicated work and creativity of our employees and partners, who truly embody the spirit of our sustainability vision. Progress in this area is rarely the result of a single team or individual, but

rather the result of open-minded and dedicated cross-functional collaboration that embeds sustainability in all that we do. This collaborative spirit transcends our business as we often innovate together with individuals and organizations outside our company. One example is the work with our suppliers to move towards more sustainable materials, such as switching the most energy-intensive stage of processing Swarovski Zirconia to renewable electricity. We are also proud to work in partnership across our sector, and our membership of the Watch & Jewellery Initiative 2030 helps us make progress– and to make a real difference at an industry level.

Despite a year of strong progress, we recognize that the landscape of the world around us changes, and our commitments need to evolve at an equal pace. In 2024, we plan to review our strategy and commitments to ensure our efforts remain fit for purpose – for Swarovski, society, and the planet. A continued strong collaboration and a truly integrated approach will be required on the path towards reaching future targets. We know that sustainability truly matters to our people inside and outside our organizational boundaries. We are confident that by leveraging the creativity and *savoir-faire* within our organization and by entering into targeted collaborations with third party stakeholders, we will own up to our commitments while honoring the trust all stakeholders have put in us.



LUISA DELGADO
Chair of the Board of Directors, Swarovski Crystal Business



ALEXIS NASARD
Chief Executive Officer, Swarovski Crystal Business

About Swarovski & This Report

Since our pioneering business was founded, it has always been fueled by a spirit of responsibility. Today, that spirit remains at our heart and, in 2021, led us to set out a number of ambitious, long-term sustainability goals that demonstrate our respect for people and planet. As we continue our journey to those 2030 targets, we are using our renowned savoir-faire to drive innovation that solves material challenges and weaving sustainability ever more tightly into the fabric of our entire business.

ABOUT THIS REPORT

Through this report, we are delighted to share our progress with you. Our holistic sustainability strategy embraces commitments across five strategic focus areas that reflect the issues most relevant to us. We regularly review these focus areas to ensure they remain relevant and, over the following pages, we provide updates on each of them.

It is essential that we translate our focus areas and goals into a clear program of work that colleagues and partners right across our value chain are inspired to drive forward together. That is why this report also contains stories highlighting how we turn strategy

into action, showing how sustainability is embedded across our business and demonstrating our ongoing determination to enhance the sustainability of our products, from conception and genesis to re-use and re-creation. Some KPIs were subject to limited assurance by EY. The EY Assurance is included on page 65.

ABOUT US

Founded by Daniel Swarovski in Tyrolean Austria, Swarovski has been the Master of Light since 1895. Today, our enduring passion for innovation and design has made us a leading global jewelry and accessories brand. We design, manufacture and sell the finest crystals, Swarovski Created Diamonds and Swarovski Zirconia to both businesses and consumers, as well as producing finished products for people and homes across the globe.

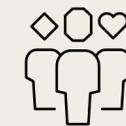
Alongside the Swarovski Crystal Business, which is the sole focus of this report, the Swarovski Group also comprises our sister companies, Swarovski Optik and Tyrolit.^{1,2}



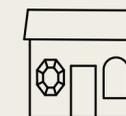
KEY FIGURES ABOUT OUR BUSINESS IN 2023



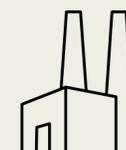
€1,832m
Revenue generated



18,911
People employed



2,300
Swarovski stores
in over 140 countries



6
Factories owned
in Austria, Serbia, India,
Thailand (x2), and Vietnam

¹Find out more about Swarovski Optik [here](#). ²Find out more about Tyrolit [here](#).

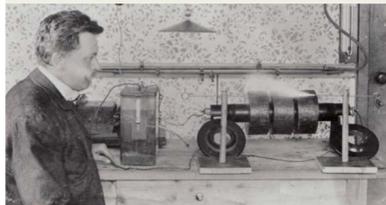
Our Longstanding Commitment to Sustainability

From the moment Daniel Swarovski established his business in 1895, he was committed to looking after the communities and environments upon which Swarovski relies. Today, these principles still guide us as we strive to act in accordance with what's right for people and the planet. Across more than 125 years of our heritage, we've achieved many notable sustainability milestones. Here are just a few of them.

1895

Daniel's vision

Daniel Swarovski establishes a pioneering crystal-cutting factory in Tyrolean Wattens. Using hydropower for his patented grinding processes, Daniel's vision is to craft affordable crystals and provide "a diamond for everyone."



1907



Harnessing the power of water

Our business builds its first major hydropower plant, providing clean "Swarovski power" for cutting machines and light for local communities.

1948

The Swarovski spirit

A new company-owned welfare office begins offering support on social issues, establishes many employee social clubs, and donates grounds for a local school, reinforcing that employee health, safety, and wellbeing have always been paramount for us.

1970

Towards hybrid furnaces

Our first combined gas and electric furnace is installed, reducing our reliance on fossil fuels for manufacturing.



1983

Collaboration in renewable energy³

We work alongside the Wattens paper factory to commission the Wattenbach hydropower plant, capable of producing c.55 GWh of energy each year.

1990



Less carbon dioxide

By replacing oil with natural gas for melting and heating, we cut our CO₂ emissions by 30%.⁴

2010

Setting standards

Swarovski publishes its first voluntary sustainability report, including transparent disclosures in line with GRI Standards beyond legal requirements. Swarovski also joins the UN Global Compact (UNGC), the world's largest corporate sustainability initiative.

2014



A more responsible supply chain

We launch the Responsible Sourcing Initiative, helping suppliers manage socio-environmental risks in their production plants.

2015

Leading on lead

After dramatically reducing the lead content of Swarovski crystals to just 0.009% in 2012, the quest for continuous improvement drives Swarovski to again reduce the lead content to no more than 0.004%.



2020

A strengthened sustainability strategy

The Swarovski Crystal Business agrees an increased ambition level for sustainability, and a strengthened strategy is created. Subsequently, the first set of bold 2030 targets are announced publicly.

2021



Mitigating global warming

Our business signs up to the Science Based Targets initiative, committing to reduce Scope 1 and 2 emissions by 47% and Scope 3 emissions by 28% by 2030.

2022

Sourcing more renewable energy

We achieve our biggest ever year-on-year reduction of Scope 1 and 2 greenhouse gas (GHG) emissions, aided by shifting all our Asian manufacturing sites to renewable electricity, including on-site solar power.

2023



Launching Swarovski Created Diamonds

We introduce our Galaxy collection made with Swarovski Created Diamonds and 100% recycled gold. The complete Galaxy collection is produced using 100% renewable electricity.

³Renewable energy definition: "energy from renewable sources" or "renewable energy" means energy from renewable non-fossil sources, namely wind, solar (solar thermal and solar photovoltaic) and geothermal energy, ambient energy, tide, wave and other ocean energy, hydropower, biomass, landfill gas, sewage treatment plant gas, and biogas. [Link to source](#).⁴Natural gas has 30% lower emissions than heavy fuel oil.

2023 Sustainability Highlights

Environmental Social Environmental & Social

-43%

Achieved a reduction of our Scope 1 and 2 greenhouse gas emissions by 43% vs. our 2019 baseline.

-32%

Reduced our Scope 3 greenhouse gas emissions by 32% vs. our 2019 baseline, reaching our -28% SBTi target ahead of forecast.

37%

of our total energy mix is now derived from renewable sources

56%

Kept 56% of our global manufacturing waste out of landfill, up from 49% in 2022.

108

Conducted a total of 108 social and environmental audits as part of our Responsible Sourcing Initiative.

100%

Our Swarovski Created Diamonds Galaxy collection is produced with 100% renewable electricity using solar power and green tariffs.

-40%

Our new Swarovski ReCreated™ crystals use 40% fewer natural resources compared to standard Swarovski crystals.⁵

87%

of employees globally agree that our business "values and respects diversity and inclusion."



575

workers from our manufacturing site in Pune, India, benefited from our capacity building and empowerment program "WeShine."

39%

At the end of 2023, 39% of our leadership roles were held by women

100%

of brass, palladium, and gold used for jewelry production at our own manufacturing sites is now from recycled sources.

77%

of the energy used for the production of our Swarovski Zirconia comes from renewable sources.

-24%

Decreased our share of air transport by 24% vs. 2022.

SMETA

Successfully completed SMETA audits in our facilities in Austria, Vietnam, and Serbia.

⁵Please see further details on page 22.

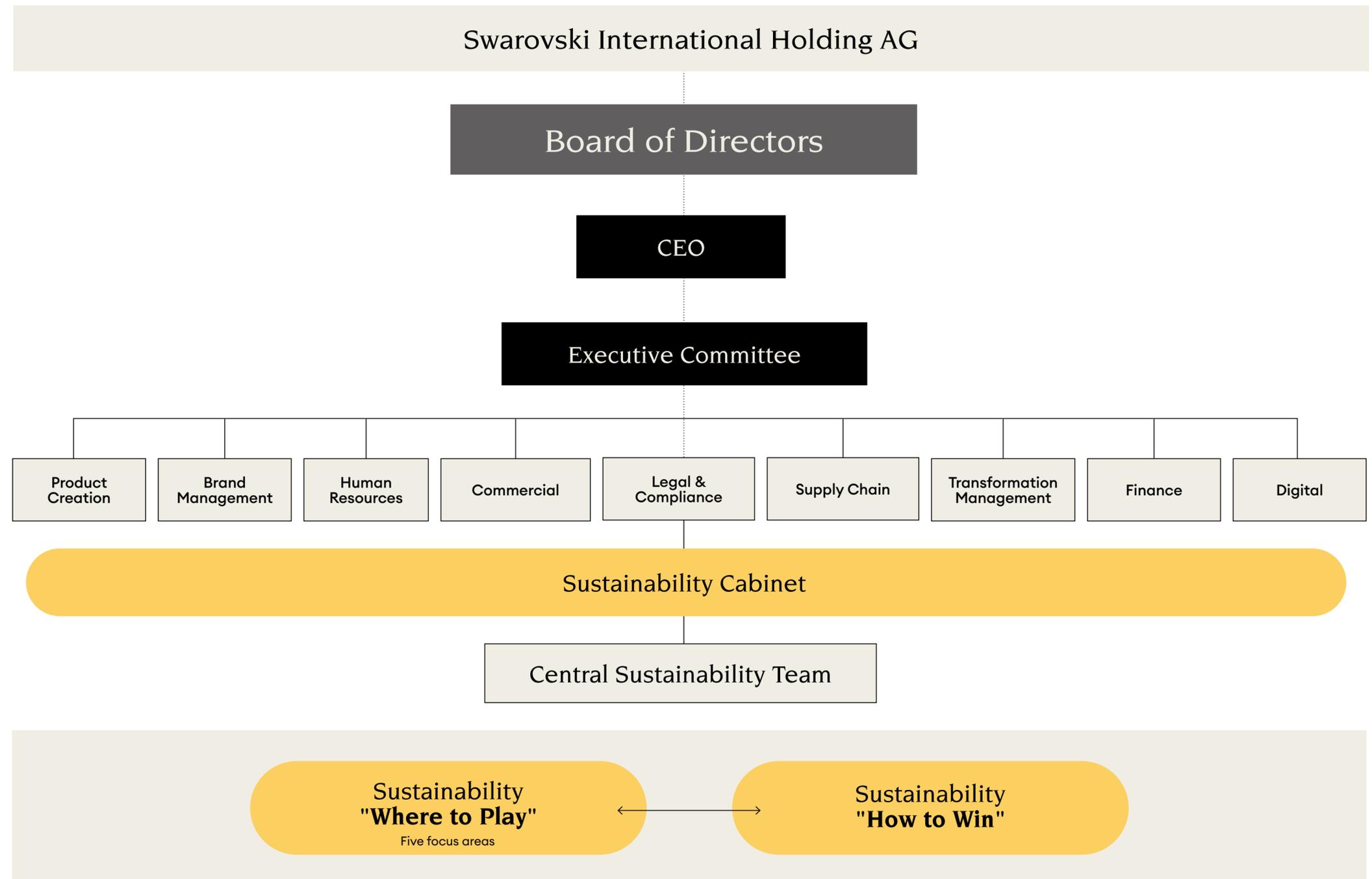
Sustainability Governance

Our Board of Directors has ultimate responsibility for sustainability and oversight of the sustainability initiatives: It approves our overall sustainability strategy and sustainability report. At the **C-suite level**, our CEO and the members of our Executive Committee are responsible for the execution of the strategy and the prioritization and achievement of our targets.

Our **Central Sustainability Team** is dedicated to steering and tracking progress across the five focus areas of our sustainability **"Where to Play"**, acting as a center of excellence and guiding teams across the business on how to achieve change where it is needed most.

Our sustainability **"How to Win"** anchors sustainability, responsibility, and workstreams across our organization to ensure that we effectively progress towards our goals. In order to facilitate frequent discussion and decision-making about key sustainability topics, this structure is supported by:

- Our new **Sustainability Cabinet** that meets biannually, chaired by Swarovski's Chief Legal and Compliance Officer. This committee comprises leaders from business areas that have a significant impact on our sustainability progress. It supports decision-making on sustainability topics and aids the integration of sustainability topics into the members' teams.
- On a biannual basis, the Central Sustainability Team presents an update to the **Executive Committee** on activities and progress and helps raise and solve key issues.
- At board level, sustainability is a regular topic on the agenda of our **Board of Directors**, and its **Finance and Audit Committee** for its reporting.



Our Sustainability Strategy: From Materiality to Action

At Swarovski, we do it. Our sustainability mission is to make conscious choices that create long-term value for people, the planet, and our business. To achieve this, we have embedded our sustainability strategy into our organization and made it integral to our LUXignite business strategy. Cross-functional workstreams with owners throughout the organization ensure that we turn strategy into action.

To ensure that our sustainability strategy prioritizes the issues most relevant to our business, we have been undertaking materiality assessments since 2015. In 2022, we conducted our first double materiality assessment, considering both how our business activities impact the environment, society and the economy, and how external factors may affect our business as a risk or opportunity. Through this assessment, we engaged with stakeholders and used specific criteria to analyze the severity and likelihood of risks, enabling us to determine appropriate reporting thresholds.

COMMITTING TO CONTINUOUS IMPROVEMENT

We intend to refresh our double materiality assessment on a continuous basis. Our next materiality assessment is scheduled to take place in the second half of 2024. Updating this assessment will allow us to review our current strategy and commitments and seek opportunities to further sharpen our sustainability focus. It is essential that we always clearly prioritize our most material concerns to ensure that our efforts remain fit for purpose – for Swarovski, society, and the planet.

Our latest materiality assessment yielded the below priority topics as relevant for our business.

- Climate
- Energy
- Waste
- Resources and materials
- Wastewater
- Health and safety
- Equity, diversity & inclusion
- Education and training
- Labor conditions
- Biodiversity
- Corporate behavior



*Our GHG reduction targets were verified by the Science Based Targets initiative (SBTi) in 2021.

Our 2030 Commitments



Climate

- 1. We aim to reduce absolute Scope 1 and Scope 2 emissions by 47% and Scope 3 emissions by 28% by 2030 from a 2019 baseline (targets approved by the Science Based Targets initiative). Our Scope 1 and Scope 2 ambition is in line with a 1.5°C trajectory, whereas Scope 3 is in line with well below 2°C.



Circularity and Waste

- 1. Through our Infinity Accelerator program, we are partnering with external experts to invest in sustainability-focused innovation that allows us to progress in critical environmental topics.
- 2. We aim to improve our consumer-facing packaging by transitioning to entirely certified or recycled sources and making it completely recyclable or compostable by 2030.
- 3. We aim to transform our own operations to become 90% landfill-free with at least 70% of our waste being recycled or repurposed by 2030.
- 4. We are working to double our material efficiency by 2030.



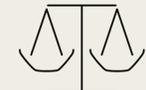
Conscious Materials

- 1. We plan to launch at least one sustainability-minded collection per year.
- 2. We aim to craft at least 50% of the products in our portfolio according to our Sustainable Product Guiding Principles by 2030.
- 3. We are working to source all our metals from responsibly managed and recycled sources by 2030.



Equity, Diversity & Inclusion

- 1. We aim to build a diverse leadership population that includes underrepresented groups. As a first step, we aim to reach a 40:40 split, where a minimum of 40% of our leaders are women, a minimum of 40% are men, and the remaining percentages are flexible to be filled by any gender.
- 2. We work towards bias-free recruitment by exploring innovative recruitment practices and inclusive training for our talent acquisition community.
- 3. We will further educate and raise awareness about equity, diversity, and inclusion among our workforce.
- 4. We foster a workplace where working parents can thrive.
- 5. We aim to implement a diverse representation in our marketing messaging and imagery, including gender, civil status, ethnicity, age, religion, sexual orientation, size, and ability.
- 6. We strive to work with diverse suppliers to create economic and business opportunities for underrepresented groups.



Human Rights

- 1. We respect the rights of our people through the value chain and strive to ensure safe and healthy working environments for all. We provide sound environments and employment conditions in accordance with the expectations of the International Labour Organization Core Conventions and the UN Guiding Principles.
- 2. We are working to further streamlining our auditing standards across our global manufacturing sites. From 2024, all our sites will be audited annually according to the Sedex Members Ethical Trade Audit (SMETA) or SA8000.
- 3. Through our Responsible Sourcing Initiative, we monitor human rights for tier 1 up to tier 3 suppliers.



The Swarovski Foundation

Established in 2013, the Swarovski Foundation has a heritage of philanthropy in the spirit of our company founder, Daniel Swarovski, who believed that “to achieve lasting change, you must think not only of yourself but also of others.”

The Swarovski Foundation’s mission is to promote sustainable livelihoods through education to reduce inequality. It supports initiatives that focus on equity, water, and creativity, and through two signature programs: Waterschool and Creatives for Our Future.

Waterschool is an educational program developed to empower young people and their communities to become water ambassadors by providing tools, resources, and training to enable them to address their local water needs.

Creatives for Our Future is a global grant and mentorship initiative designed in collaboration with the United Nations Office for Partnerships. The program aims to empower the next generation of creative talent to unlock innovative approaches to global sustainability challenges.

Since its inception, the Swarovski Foundation has reached more than two million people through 85 partnerships and responded to 11 global emergencies across 93 countries to drive progress towards the Sustainable Development Goals set out by the United Nations.



Swarovski Foundation Central Saint Martins' Scholar – Fariha Ahmed

02

Focus Areas



IN THIS SECTION

Our Focus Areas

Climate

Circularity and Waste

Conscious Materials

Equity, Diversity & Inclusion

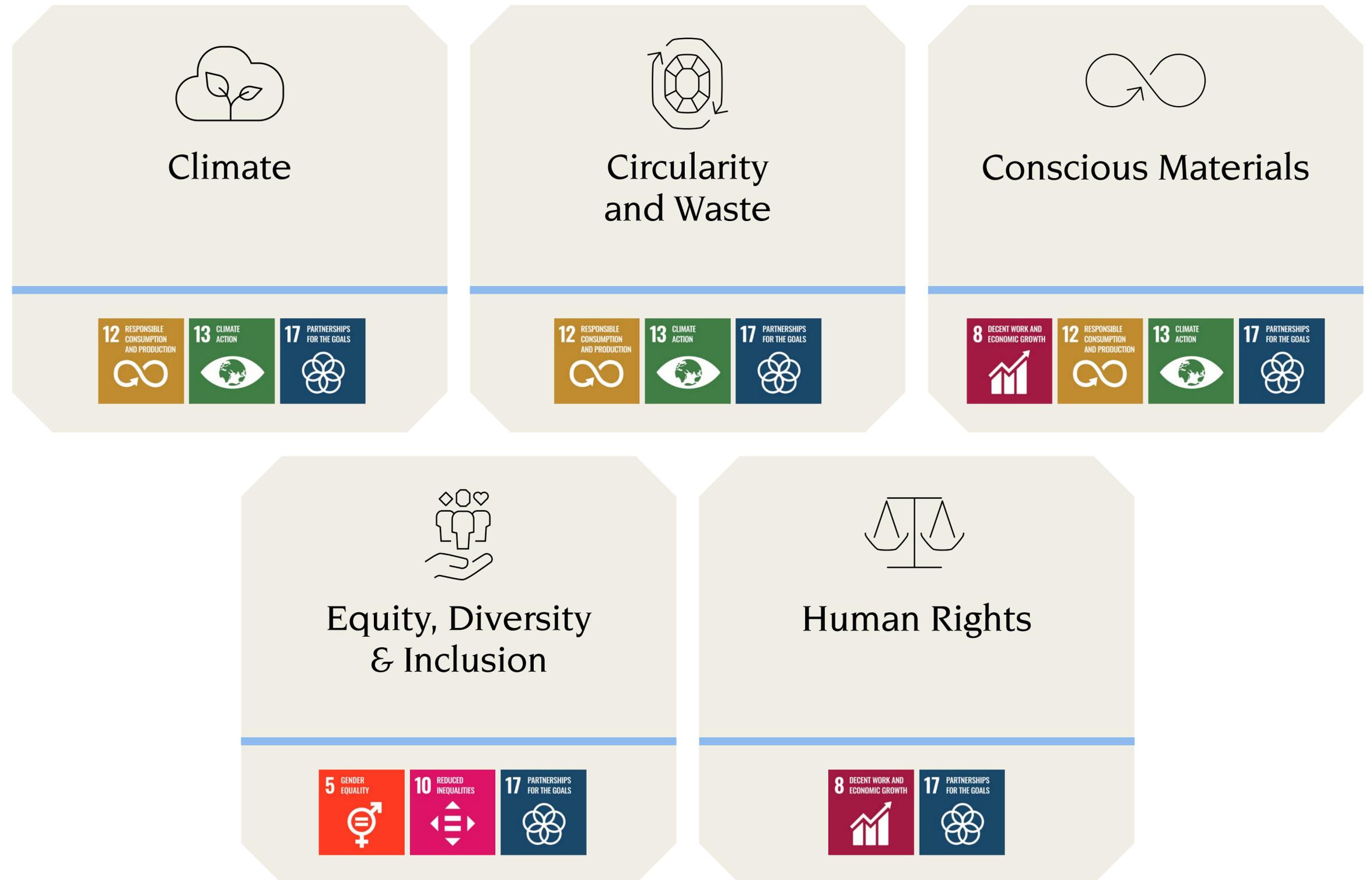
Human Rights

Our Focus Areas

Over the coming pages, we recap the ambitious commitments we have defined across the five focus areas most material to our business and present a snapshot of our performance against them during the past year.

Following these concise progress summaries, you can find more detailed stories about the actions and initiatives that shape our sustainability achievements in the section entitled The Story of Our Crystals, from page 21.

As a longstanding member of the United Nations Global Compact, we have also assessed how our strategic focus areas work towards the Sustainable Development Goals (SDGs) and ascertained that we most directly contribute to six of the 17 SDGs.



Climate

We will reduce greenhouse gas emissions in our own operations and throughout our supply chain.

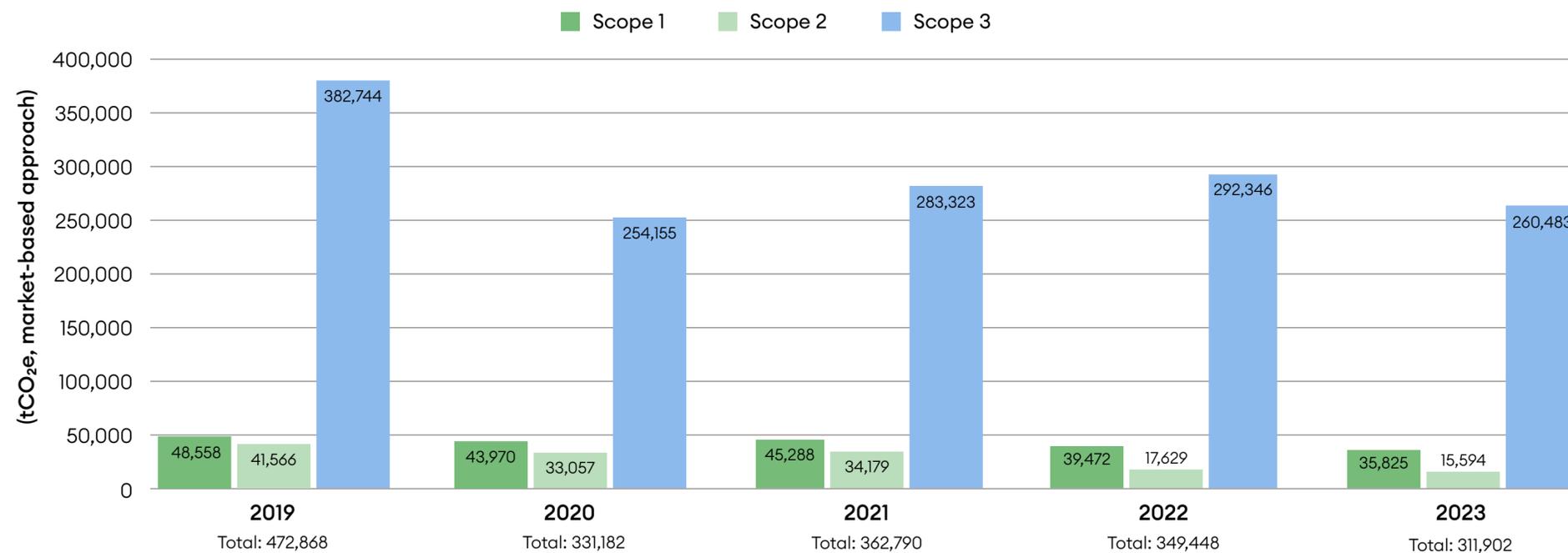


2030 COMMITMENTS

- We aim to reduce absolute Scope 1 and Scope 2 emissions by 47% and Scope 3 emissions by 28% by 2030 from a 2019 baseline (targets approved by the Science Based Targets initiative). Our Scope 1 and Scope 2 ambition is in line with a 1.5°C trajectory, whereas Scope 3 is in line with well below 2°C.

PROGRESS SUMMARY

- Reviewed our climate roadmap against our current initiatives and calculations. We remain on track to meet our targets and, in some cases, are ahead of schedule.
- Achieved a reduction of our total greenhouse gas emissions of 11% versus the previous year, with decreases across all three scopes. Against our SBTi baseline target, we have attained a decrease in Scope 1 and 2 emissions of 43% and reduced our Scope 3 greenhouse gas emissions by 32% vs. our 2019 baseline, reaching our -28% SBTi target ahead of forecast. Several initiatives contributed to these reductions, including:
 - Transitioned to renewable electricity at our manufacturing site in Serbia. Five out of the six production sites we own now operate using renewable electricity.
 - Improved the overall proportion of renewable energy in our energy mix to 36.8%.
 - Switched the most energy-intensive processing stage of Swarovski Zirconia to use renewable electricity, reducing cradle-to-gate carbon emissions by at least 55%.⁷
 - Used 100% recycled gold for jewelry produced in our own factories.
 - Decreased our use of air transport by 24% vs. 2022.



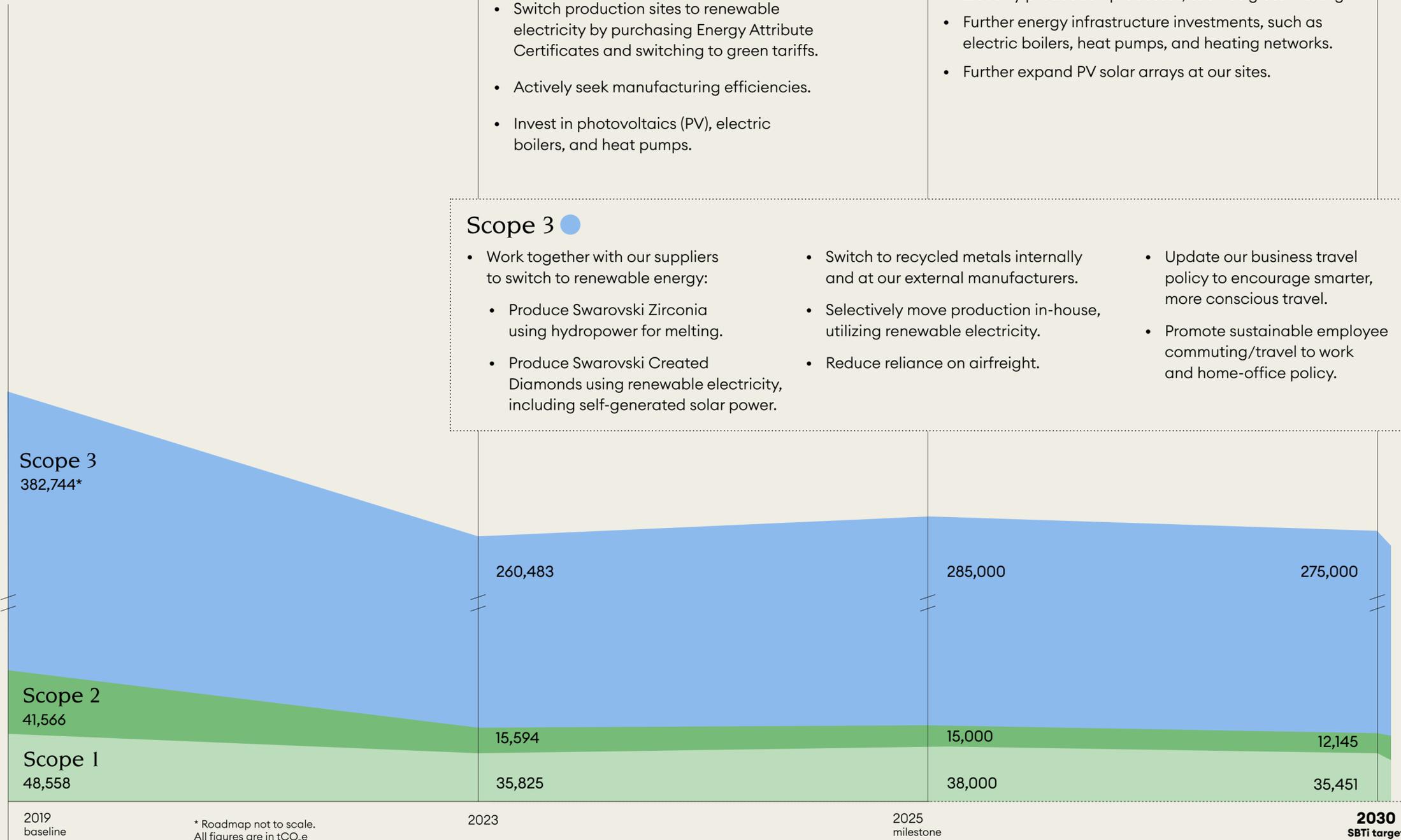
⁷The carbon footprint reduction calculation of Swarovski Zirconia is based on an internal Life-Cycle Assessment that follows the structure of ISO 14040/44. Type of renewable electricity: hydropower.

Climate: Our Science-Based Targets Roadmap

Our SBTi commitment is to reduce absolute Scope 1 and Scope 2 emissions by 47% and Scope 3 emissions by 28% by 2030, from a 2019 baseline.

Achieving this requires nothing less than the transformation of our business. The good news: our 2023 progress means we are exceeding our programmed reduction trajectory, reaching a further decrease of our Scope 1, 2, and 3 emissions. Especially our Scope 1 and 3 emissions are already now below our 2030 target values, meaning it is time to re-evaluate our ambitions. The chart on this page still shows the values originally planned for 2025 and 2030—ahead of a revised target setting that we will implement in 2024.

The page summarizes not just our reduction trajectory but also some of the measures we will take on the path to further reduce our emissions, working towards our remaining commitments and beyond.



Scopes 1 & 2

Immediate opportunities

Since implementing our SBTi roadmap, we have looked for every immediately implementable change we can make to accelerate our GHG emissions reductions.

- Switch production sites to renewable electricity by purchasing Energy Attribute Certificates and switching to green tariffs.
- Actively seek manufacturing efficiencies.
- Invest in photovoltaics (PV), electric boilers, and heat pumps.

Longer-term investment

Beyond 2025, harder-to-abate emissions will require us to increase our investment in innovation.

- Electrify production processes, such as glass melting.
- Further energy infrastructure investments, such as electric boilers, heat pumps, and heating networks.
- Further expand PV solar arrays at our sites.

Scope 3

- Work together with our suppliers to switch to renewable energy:
 - Produce Swarovski Zirconia using hydropower for melting.
 - Produce Swarovski Created Diamonds using renewable electricity, including self-generated solar power.
- Switch to recycled metals internally and at our external manufacturers.
- Selectively move production in-house, utilizing renewable electricity.
- Reduce reliance on airfreight.
- Update our business travel policy to encourage smarter, more conscious travel.
- Promote sustainable employee commuting/travel to work and home-office policy.

* Roadmap not to scale. All figures are in tCO₂e

Circularity and Waste

We will reduce waste throughout our value chain and commit to adopting circular business models.



2030 COMMITMENTS

1. Through our Infinity Accelerator program, we are partnering with external experts to invest in sustainability-focused innovation that allows us to progress in critical environmental topics.
2. We aim to improve our consumer-facing packaging by transitioning to entirely certified or recycled sources and making it completely recyclable or compostable by 2030.
3. We aim to transform our own operations to become 90% landfill-free with at least 70% of our waste being recycled or repurposed by 2030.
4. We are working to double our material efficiency by 2030.

PROGRESS SUMMARY

- Launched a partnership with London’s Centre for Sustainable Fashion to create a new circular design framework that will level up the sustainability and circularity of our products. The partnership also includes knowledge- and capacity-building with our Design and Product Marketing teams.
- Assessed the environmental impact of our packaging with the support of the environmental sustainability consultancy Quantis, which will guide our ongoing efforts.

→ Continued on the right

PROGRESS SUMMARY

→ Continued from left

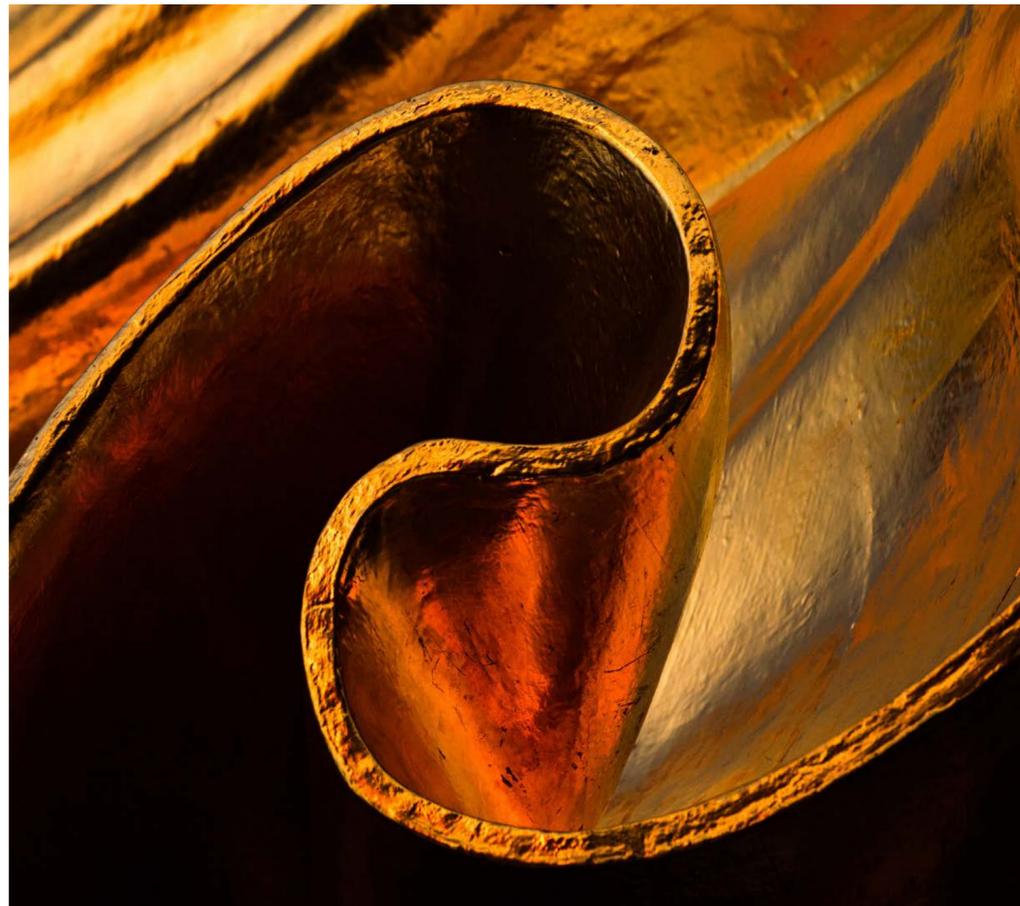
- Continued efforts to reduce packaging and make it more sustainable, including:
 - Further reduced packaging volumes and maintained FSC certification for all paper-based packaging.
 - In 2023, running a pilot project to further reduce the environmental impact of our best-selling Annual Edition Ornament’s packaging. We replaced the former plastic foam inlay with FSC-certified paper, making the packaging plastic-free and fully recyclable. This change also enables a 35% carbon footprint reduction of our ornaments’ 2024 packaging and reduces its plastic content by 9.2 tonnes (based on 2024 sales forecast).⁸
- Kept 56% of our global manufacturing operations waste out of landfill, up from 49% in 2022. This reduction was enabled by diverting 100% of waste from landfill at our Ayutthaya manufacturing site in Thailand. This led to an increase in the site’s recycling rate from 42% to 77%.
- Continued to recycle waste caused by store refurbishments, closures, and relocations. As a result, we recycled 83 tonnes of retail construction waste from our EMEA stores.
- Revealed our Swarovski ReCreated™ crystals range, which uses an innovative process to turn glass waste into stunning colors. Swarovski ReCreated crystals use at least 40% fewer natural resources compared to standard Swarovski crystals.⁹

⁸Calculation is based on an internal Life-Cycle Assessment through eQopack, an ISO-certified LCA tool by Quantis.

⁹Calculation is based on an ISO 14040/44 compliant and reviewed Life-Cycle Assessment. “Natural Resources” describes the impact category “resource depletion, minerals and metals.”

Conscious Materials

We commit to constantly improving the sustainability credentials of our products, including responsibly sourced and recycled materials.



2030 COMMITMENTS

1. We plan to launch at least one sustainability-minded collection per year.
2. We aim to craft at least 50% of the products in our portfolio according to our Sustainable Product Guiding Principles by 2030.
3. We are working to source all our metals from responsibly managed and recycled sources by 2030.

PROGRESS SUMMARY

- Launched two sustainability-minded collections in 2023:
 - Introduced our Galaxy collection made with Swarovski Created Diamonds and 100% recycled gold. The complete collection is produced using 100% renewable electricity.
 - Unveiled the Hyperbola capsule collection, made with at least 90% recycled brass and Swarovski Zirconia which is produced using renewable electricity to power the most energy-intensive processing stage.
- Made strides in introducing more responsible materials into our portfolio, principally:
 - Started to integrate revolutionary new Swarovski ReCreated crystals – that use at least 40% fewer natural resources than standard Swarovski crystals–into our 2024 product portfolio.¹⁰
 - Obtained 100% of the brass, palladium, and gold used in jewelry production at our own manufacturing sites from recycled sources. Also, at least 85% of the volumes used by our external suppliers have switched to recycled brass.
 - 77% of the energy used for the production of our Swarovski Zirconia comes from hydropower.
 - Crafted at least 19% of our active products in line with our Sustainable Product Guiding Principles.

¹⁰Calculation is based on an ISO 14040/44 compliant Life-Cycle Assessment.

Equity, Diversity & Inclusion

We want to be recognized as a brand built on a foundation of equity and inclusion. We aim to champion diversity and celebrate people’s individuality.



In 2023, our new Equity, Diversity & Inclusion (ED&I) strategy was formally signed off by our CEO and shared with all Swarovski employees. The strategy will help us continue to celebrate the individuality of our team and extend these efforts towards people outside of our organization too, for example our customers and suppliers.



2030 COMMITMENTS

1. We aim to build a diverse leadership population that includes underrepresented groups. As a first step, we aim to reach a 40:40 split, where a minimum of 40% of our leaders are women, a minimum of 40% are men, and the remaining percentages are flexible to be filled by any gender.¹¹
2. We work towards bias-free recruitment by exploring innovative recruitment practices and inclusive training for our talent acquisition community.
3. We will further educate and raise awareness about equity, diversity, and inclusion among our workforce.
4. We foster a workplace where working parents can thrive.
5. We aim to implement a diverse representation in our marketing messaging and imagery, including gender, civil status, ethnicity, age, religion, sexual orientation, size, and ability.
6. We strive to work with diverse suppliers to create economic and business opportunities for underrepresented groups.

PROGRESS SUMMARY

- We are proud that 77% of our workforce are women and that we were able to increase the share of women in leadership roles to 39% in 2023.
- Extended mandatory usage of our learning program on bias-free recruitment from recruiters to hiring managers and expanded our range of ED&I-focused learning with a new program covering LGBTQ+ inclusion.
- Supported working parents by launching a helpful playbook and three checklists to aid line managers in looking after colleagues before, during, and after family leave.
- Ran a survey at our Gdansk, Poland, location on how it feels to be a working parent at Swarovski. Results will help us continue to build a more inclusive and family-friendly workplace.
- Upgraded our pay equity analysis tool and assessed the pay gap and pay equity gap across multiple legal entities.
- Continued our WeShine program, which aims to boost the health and financial literacy of the most vulnerable workers in our supply chain, at the manufacturing sites we own in Asia.
- Joined forces with SKIMS to launch a range of size-inclusive body jewelry, intimates, and ready-to-wear that’s designed for confidence and comfort—supported by an advertising campaign that features a diverse representation of women.
- Participated in a pilot program with the Watch & Jewellery Initiative 2030 and UN Women to promote gender-responsive procurement in the jewelry industry. We are now developing our own program to explore the subject with our suppliers.
- Continued our partnership with The Trevor Project, making a donation to TrevorSpace, an affirming online community for LGBTQ+ young people aged 13–24.

¹¹Based on latest best practice, our goal is to ensure that we have at least 40% women and 40% men in senior leadership positions, while still allowing the natural flow in and out of positions for people of any gender, based on skills and qualifications.

Human Rights

We aim to provide all workers with healthy, safe working environments and sound employment conditions—whether they are directly employed by Swarovski, or indirectly employed through our third-party supply chain.



2030 COMMITMENTS

1. We respect the rights of our people through the value chain and strive to ensure safe and healthy working environments for all. We provide sound environments and employment conditions in accordance with the expectations of the International Labour Organization Core Conventions and the UN Guiding Principles.
2. We are working to further streamlining our auditing standards across our global manufacturing sites. From 2024, all our sites will be audited annually according to the SMETA or SA8000.
3. Through our Responsible Sourcing Initiative, we monitor human rights for tier 1 up to tier 3 suppliers.¹²

PROGRESS SUMMARY

- Our Swarovski-owned production facilities are regularly certified or audited against a set of internationally recognized social standards, including SA8000, SMETA, and ISO 45001 Occupational Health and Safety Management System. In 2023, our facilities in Austria, Vietnam, and Serbia successfully completed their SMETA audits, receiving either full compliance or only minor non-conformances.
- Maintained ISO 45001 certification at all owned sites so that we systematically address the prevention and mitigation of occupational health and safety issues.
- Conducted 91 social and 17 environmental audits as part of our Responsible Sourcing Initiative, ensuring our suppliers meet the clear standards we expect from them and working collaboratively to close down non-conformances.
- Maintained transparency of tier 1 to 3 for finished goods suppliers. We also mapped the supply chain tiers of Swarovski Zirconia and Swarovski Created Diamonds collections up to stone growing.

¹²tier 1 = finished goods suppliers, tier 2 = component suppliers, tier 3 = raw materials suppliers.

03

The Story of Our Crystals



IN THIS SECTION

Introducing the Story of Our Crystals

Create

Source

Make

Move

Sell

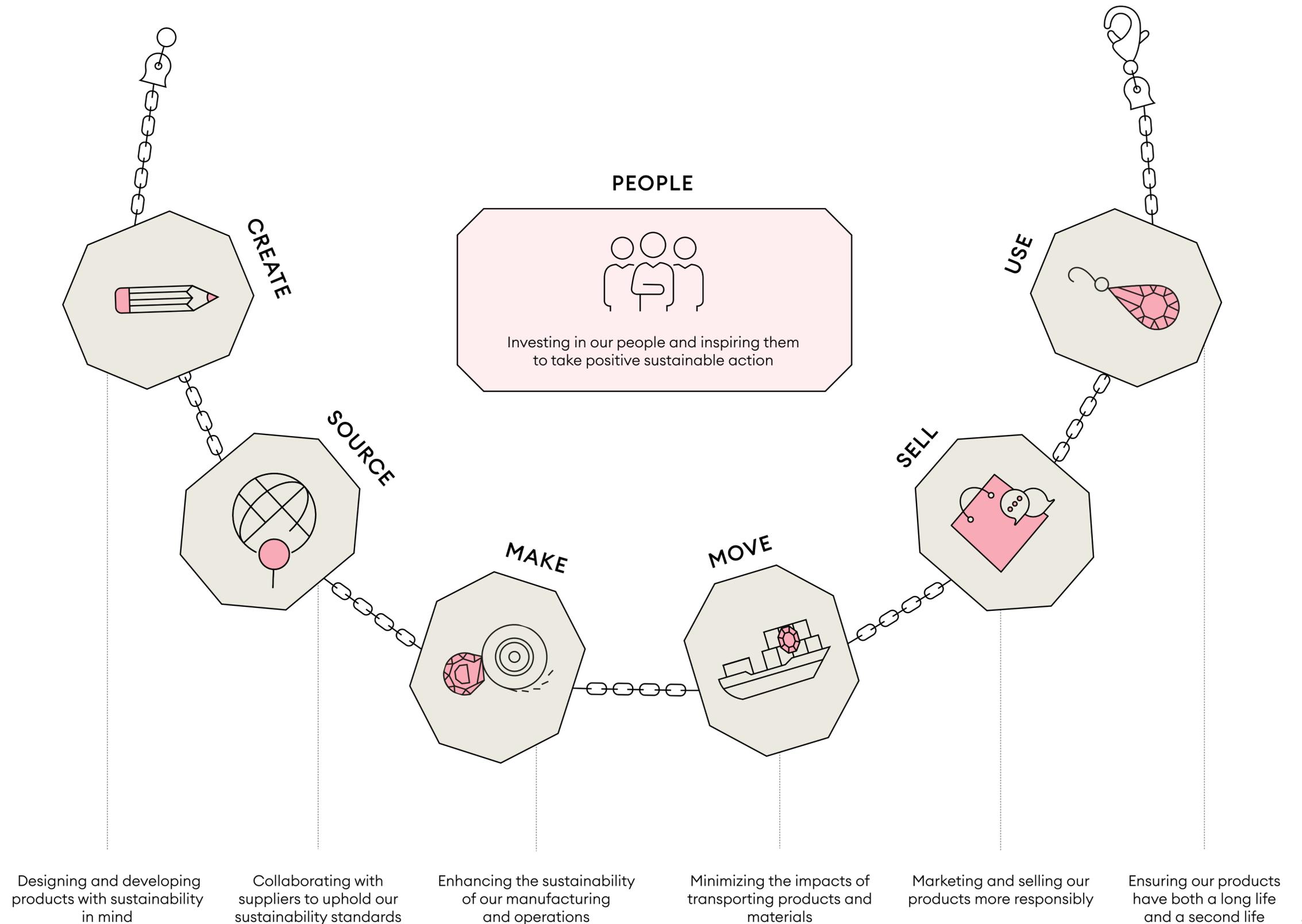
Use

People

Introducing the Story of Our Crystals

Delivering our unique savoir-faire more sustainably requires bringing together the expertise of our people to realize transformative initiatives that make an impact in every corner of the world.

In the following section of this report, we take you on a journey through the life cycle of our crystals and finished products: from conception to end of life and even re-creation. As we progress through the six stations of that journey, we share stories that shine a light on some of our sustainability efforts and demonstrate how far our work spreads across our value chain.



Create

The way we think about our products before they even exist has a major bearing on their ultimate sustainability. From the design stage, we try to consider everything from materials and packaging to durability and how we might repurpose elements at the end of their life. Whether it is finished jewelry for consumers or components for businesses, we seek to make thoughtful choices without compromising our impeccable quality.

MAKING WASTE BEAUTIFUL: SWAROVSKI RECREATED™ CRYSTALS

In 2023, we began producing our latest breakthrough innovation, Swarovski ReCreated crystals. Combining our savoir-faire with circular innovation, Swarovski ReCreated crystals are our most sustainable crystals to date, turning glass waste collected from several production steps into a new range of vibrant colored crystals.

As Swarovski ReCreated crystals are made with breakage from our crystals' manufacturing process instead of consuming additional natural raw materials, they use at least 40% fewer natural

resources.¹³ Our pioneering development is only possible thanks to the strong vertical integration of our business. Because we own the crystals' production process from beginning to end, we can fully track and utilize every input and output involved in crafting crystals. We have unrivaled capabilities in generating consistent colors from different shades of originating glass and, as always, we accept no compromise in aesthetics or quality—Swarovski ReCreated crystals are produced to the same standard as all other Swarovski crystals.



A Swarovski Iconic Swan pendant featuring Swarovski ReCreated crystals

We are immensely proud of this groundbreaking process that has been entirely engineered and owned by Swarovski, and we have already started to integrate Swarovski ReCreated crystals into some of our product families, such as Iconic Swan, Millenia, and Sublima. We aim to gradually expand the usage and color palette of this stunning transformation of former process waste.

SWAROVSKI CREATED DIAMONDS GALAXY COLLECTION PRODUCED WITH 100% RENEWABLE ELECTRICITY

A luxurious collection that takes its inspiration from the birth of the cosmos, Galaxy was our first sustainability-minded launch in 2023.

The designs all feature Swarovski Created Diamonds that are identical to mined diamonds except they are grown in a laboratory. Just like mined diamonds, the International Gemological Institute confirms the quality of each laboratory-grown stone according to the “four Cs” of color, clarity, cut, and carat weight. The entire process of growing, cutting, and polishing the Swarovski Created Diamonds of the Galaxy collection is conducted using 100% renewable energy, as is the production of the jewelry pieces in the collection. Galaxy is also made using 100% recycled gold, further reducing the CO₂e footprint of the jewelry and repurposing precious resources.



CIRCULAR DESIGN IN PARTNERSHIP WITH THE CENTRE FOR SUSTAINABLE FASHION

We are thrilled to announce our new partnership with the London-based Centre for Sustainable Fashion (CSF), a collaboration that will enable us to take even greater strides in our pursuit of the most sustainable designs possible.

Together, we are creating a unique circularity framework and playbook for our products, starting with jewelry, that will have a significant impact on the way we look at our entire product portfolio. As part of this project, in 2023, we led several workshops and capability-building sessions with CSF to apply circularity principles to jewelry, subsequently transferring the acquired knowledge to members of our cross-functional teams.

As part of our Infinity Accelerator program, the framework that our partnership is working on will be the next step of our existing Sustainable Product Guiding Principles. But the focus will widen from materials alone to encompass more holistic, cradle-to-grave criteria, such as durability and disassembly. We look forward to unveiling the new framework later in 2024 and to gradually putting its principles into action.

¹³Calculation is based on an ISO 14040/44 compliant and reviewed Life-Cycle Assessment. “Natural Resources” describes the impact category “resource depletion, minerals and metals.”

Create

HYPERBOLA—REVEALING A JEWELRY COLLECTION WITH CARBON-REDUCED SWAROVSKI ZIRCONIA

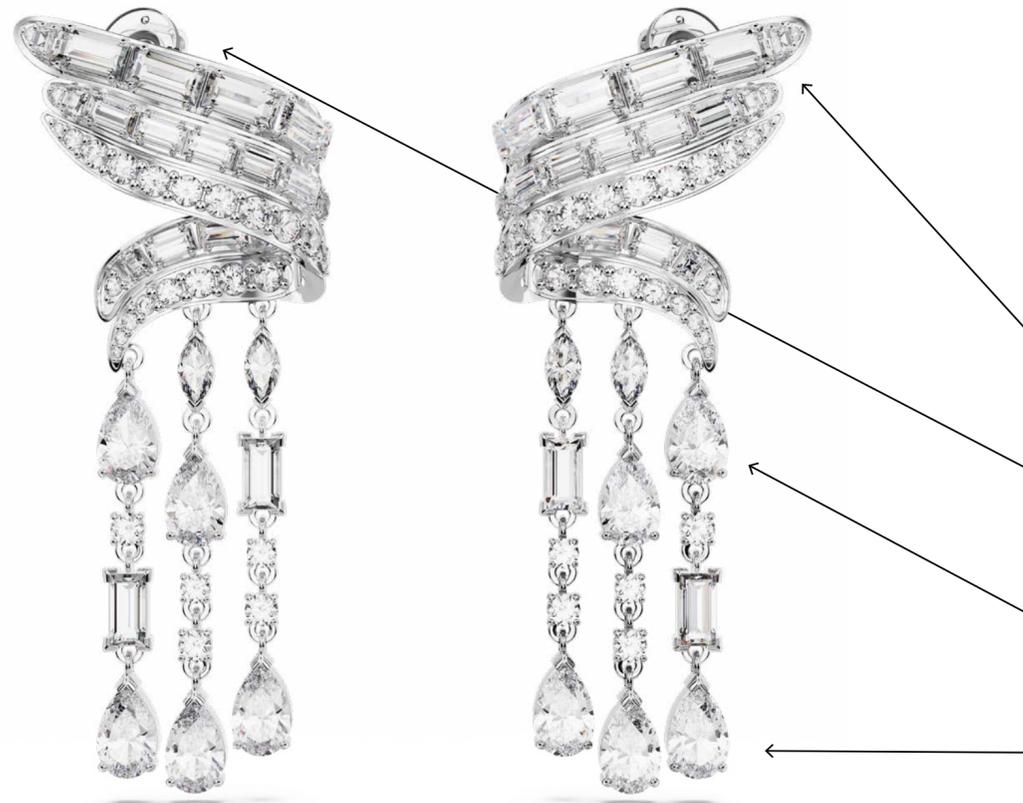
Our second sustainability-minded launch was our Hyperbola capsule collection, showcasing alluring white stones set within spiraling metallic forms that truly stand out from the crowd. To classify as sustainability-minded under our Sustainable Product Guiding Principles, more than 50% of a product's

weight must come from materials we deem “best” or “better” for the environment. Hyperbola scores 67%.

The collection features a ring, bracelet, and three pairs of earrings. Each piece is crafted using recycled metal and carbon-reduced Swarovski Zirconia that

marks the start of a manufacturing revolution for us. Carbon-reduced Swarovski Zirconia is produced using renewable electricity to power the most energy-intensive processing stage, cutting its cradle-to-gate carbon emissions by at least 55%.¹⁴

All Swarovski Zirconia used throughout our jewelry ranges is now manufactured in this more environmentally friendly way.



EXAMPLE OF OUR SUSTAINABLE PRODUCT EVALUATION METHODOLOGY

Material	% weight of product	Type and number of components	Material rating	Overall score based on a cumulative rating and points-by-weight system
Brass with rhodium plating	<1%	Fastening pin and clasp 8	Not bad	67% More sustainable (threshold = >50%)
Plastic	<1%	Fastening pad 2	Not bad	
Recycled brass with rhodium plating	49%	Main body metal 30	Better	
Swarovski Zirconia	50%	Crystals 102	Better	

¹⁴The carbon footprint reduction calculation of Swarovski Zirconia is based on an internal Life-Cycle Assessment that follows the structure of ISO 14040/44. Type of renewable electricity: hydropower.

Source

A sustainable future can only be achieved if we work together in the present. That’s why it is vital that we collaborate with suppliers to ensure luxury Swarovski products are always synonymous with safe and equitable labor practices, respect for human rights, ethical conduct, and responsible environmental performance.

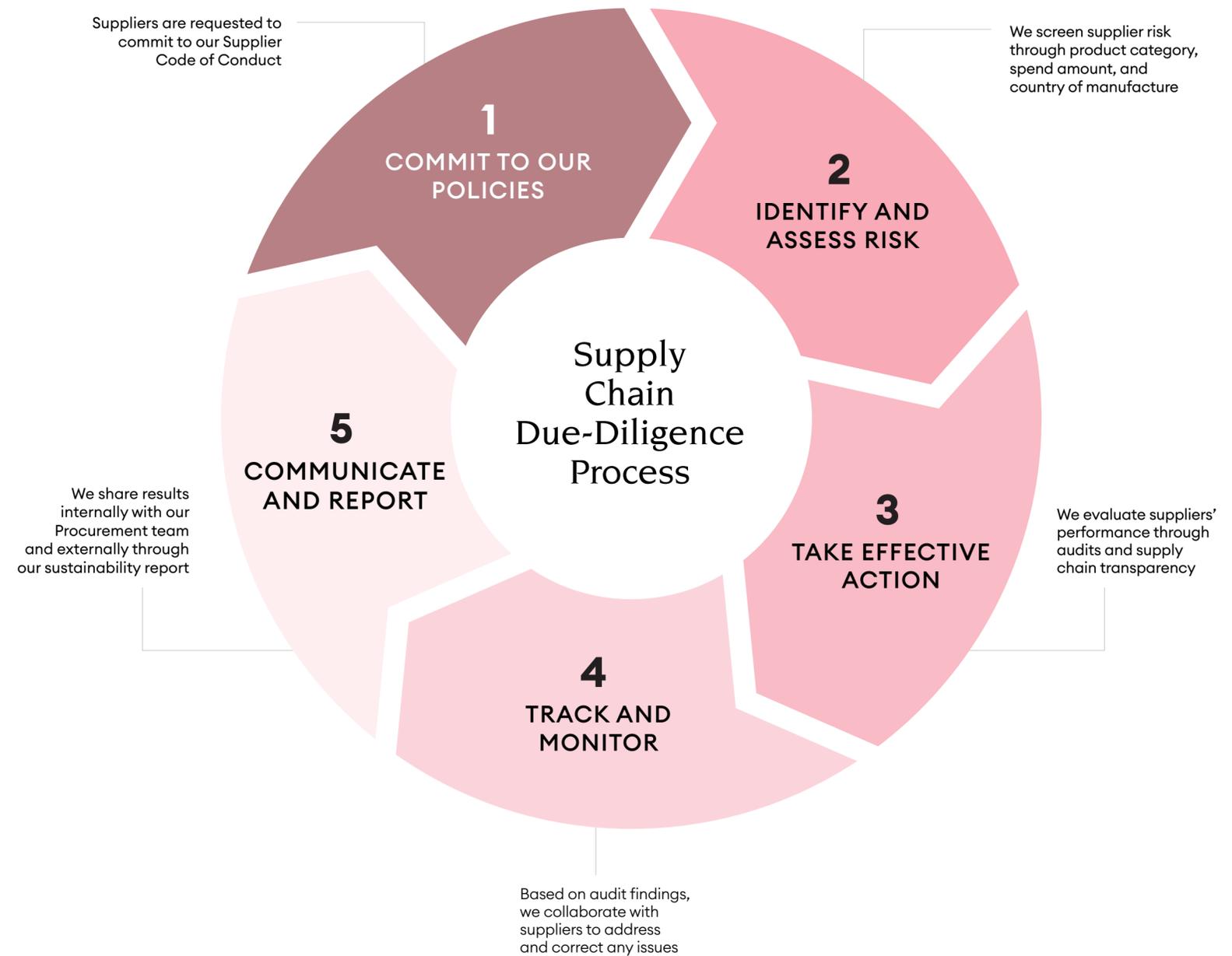
PARTNERING TO SOURCE MORE SUSTAINABLE MATERIALS

We work hard with our partners to source materials of the highest quality and with a lower environmental footprint. It is a principle that underpins several of our ambitious sustainability commitments, not least because the materials we purchase make up a large proportion of our Scope 3 emissions. Reducing these emissions will go a long way towards helping us achieve our science-based targets for greenhouse gas emissions. One of our key steps forward has been sourcing carbon-reduced Zirconia that uses 100% renewable electricity for its most energy-intensive processing stage, reducing cradle-to-gate carbon emissions by at least 55% compared to cubic Zirconia produced without renewable electricity. For more on this, see the Hyperbola story in the Create section of this report. In addition, our Swarovski Created Diamonds of the Galaxy collection are

now produced using renewable electricity. For more on this development, see the Create section on page 22. We are also proud to use exclusively 100% recycled brass, gold and palladium in all our own jewelry manufacturing. We continue to work with our production partners to help them achieve the same goal for the products they supply us. Approximately 85% of the brass used by external jewelry suppliers has been switched to recycled brass.

IMPLEMENTING SUPPLY CHAIN DUE DILIGENCE

We have always sought to uphold human rights and environmental standards, not just in our own facilities but in our external supply chains, too. Today, many countries globally are signaling their support of that approach by adopting new supply chain due-diligence rules, such as Germany’s Supply Chain Act and the EU’s Corporate Sustainability Due Diligence Directive. As a responsible company, we welcome these new initiatives that help us reinforce our own due-diligence process. Please see more details on how we implement supply chain due diligence on the following page.



Source

Our Responsible Sourcing Initiative

Our long-running Responsible Sourcing Initiative helps us verify that our suppliers operate safe and healthy workplaces, provide sound labor practices and meet the environmental standards we expect. These proven programs take a risk-based approach to ensuring the principles in our Supplier Code of Conduct are upheld. The Responsible Sourcing Initiative Social Program assesses labor rights, health and safety, and working conditions in our supply chain. The Environmental Program reviews suppliers' performance on a range of topics, including environmental management systems, legal compliance, wastewater, solid waste management, air emission control, and energy use.

We use our in-house Environmental Audit Protocol to evaluate environmental operations; our social assessments incorporate a range of internationally recognized standards and initiatives, such as SMETA, Social Accountability 8000 (SA8000), and Amfori Business Social Compliance Initiative (Amfori BSCI).

We also partnered with LRQA to carry out due-diligence checks on selected suppliers and further evaluate the social performance of our supply chain. Conducting these checks means we can now better assess the accuracy of our responsible sourcing audit reports and encourage greater transparency throughout our supply chain. The twin programs of the Responsible Sourcing Initiative focus on our most important direct suppliers. We aim for them to apply

to at least 95% of our relevant direct sourcing spend with tier 1 and 2 and selected tier 3 suppliers across all product categories.

- **Social audits:** In 2023, we completed 91 social audits, prioritizing four instances of non-conformance. All such non-conformances except one have subsequently been resolved. We have suspended orders with the one remaining supplier until the issue has been remediated.
- **Environmental audits:** In 2023, we conducted 17 environmental audits, an increase from 12 in 2022. We prioritized two non-conformances where suppliers were missing updated Environmental Impact Assessments or other documents. Corrective action plans were agreed with each supplier and will be closely monitored through to completion in 2024.

The objective of the Responsible Sourcing Initiative is to go beyond simply controlling compliance with audits. We strive to build mutual partnerships with our suppliers, invest in their training, and help them understand the causes of non-compliances. In 2023, we exemplified this approach with a newly in-scope metal factory that had no experience of social audits. At our first visit in June, we identified 35 non-conformances, such as incomplete labor contracts and severe fire safety risk. Across six months, our Sustainability and Procurement teams worked

together to arrange intensive coaching, provide training materials, and hold fortnightly meetings with the supplier to facilitate and track remediation. During that time, the supplier moved to a new factory building, significantly improving the organization of their setup, and the factory's latest on-site audit found that the most important non-conformances had been addressed. While some non-conformances remain, the factory owner is committed to hiring support staff to resolve them. Our Sustainability team will continue to work with the supplier on addressing these issues over the coming months.

Supply Chain Transparency

On top of this, our ongoing supply chain transparency program collects more detailed information about our upstream supply chain and increases our visibility along each tier. This additional detail about environmental and labor practices will allow us to more holistically manage supply chain risk. Through an annual questionnaire, we ask suppliers of finished goods (tier 1) to share details of tier 2 and tier 3 suppliers. In 2023, these suppliers provided updated information and, in addition, we mapped the supply chain tiers of Swarovski Zirconia and Swarovski Created Diamond collections up to stone growing.

	Social	Environmental
Total audits carried out	91	17
Manufacturer (factory)	85	17
Number of audits split by country	China: 67 Thailand: 5 Vietnam: 2 India: 12 Italy: 2 Mexico: 1 Türkiye: 1 Sri Lanka: 1	China: 12 Thailand: 1 India: 2 Mexico: 1 Sri Lanka: 1
Key issues	Health & Safety Working Hours Wages & Benefits	Chemical Management Energy Use Water Use

Source

ADVANCING GENDER-RESPONSIVE PROCUREMENT

Equity, diversity, and inclusion comprise one of our five sustainability focus areas and, as well as making progress towards our own goals on this topic, we are keen to encourage our suppliers to uphold the same values and standards.

As long-time signatories of the Women’s Empowerment Principles (WEPs), we follow guidance on advancing gender equality in the workplace, our markets, and society as a whole.

Therefore, engaging with suppliers on a more gender-responsive approach to procurement was a logical first step towards integrating diversity and inclusion into our supplier activities.

In 2023, we participated in a gender-responsive procurement pilot program with UN Women and the Watch & Jewellery Initiative 2030. We utilized

the WEPs Gender-Responsive Procurement Assessment Tool to help us gauge the gender-responsiveness of our procurement policies and practices. This self-assessment process covered our performance in areas such as our gender equality commitments, procurement strategy, and supplier engagement. The results enable us to develop a clear action plan for making our procurement more gender-responsive.

As a starting point for this plan, we created a questionnaire to explore gender-related issues in our supplier base. From these responses, we were able to identify potential next steps, such as supplier training, that we can use to enhance gender equality in our supply chain. We expect to begin implementing these initiatives during 2024.



In support of

**WOMEN’S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the UN Global Compact Office

Spotlight on Child Labor and Conflict Minerals

Focus on Child Labor Prevention

Child labor is a significant global issue that can lead to serious negative impacts on children’s physical, mental and cognitive development. This is why this topic is so important within our human rights due diligence. Swarovski performs an [annual assessment of its supply chain](#) to identify risks related to child labor. For our country risk analysis, we use the supplier risk assessment tool Sedex Radar, which incorporates child labor risk scores. Our onsite assessments of high-risk suppliers check the availability of a formal policy on child labor or minimum age, a management system to control the age of all employees, workers’ age verification records, and, most importantly, whether child labor can be observed in the facility. Swarovski’s internal remediation requirements are in place as a mechanism of remediation and communication. However, since our Responsible Sourcing Initiative Social Program commenced in 2014, no cases of child labor have been identified in our supply chain.

High-risk Minerals—Gold, Tin, Tungsten, Tantalum (3TG), and Cobalt

Since 2022, we have improved our conflict minerals due-diligence process to annually collect information about the use and origin of 3TG and cobalt in our supply chain. All the suppliers using 3TG or cobalt in

our products are required to complete the survey with the Conflict Minerals Reporting Template (CMRT) or Extended Minerals Reporting Template (EMRT) on an annual basis.

If a potential minerals risk is identified, we have a process to request the relevant suppliers to switch to the use of conformant smelters. In 2023, in line with our procedure for disengagement with non-conformant suppliers, we stopped business with a cobalt supplier who failed to map their supply chain to the smelter level.

Import of Scrap Material From Our Production Sites

To close the loop on precious materials, we aim to recycle scrap arising during our production wherever possible. According to Article 7 (4) Regulation (EU) 2017/821 on conflict minerals, we have an obligation to disclose that we import metals derived from scrap sources for further recycling in the European Union.



Make

Our sustainability efforts, and our business, are made stronger by our high degree of vertical integration. With six of our own sites around the world manufacturing crystals, gemstones, and most of our finished jewelry, the direct control we have over our value chain means we are better able to reduce waste and emissions, integrate circular principles, and enhance working conditions on our own terms.

PRODUCTION POWERED BY CLEAN ENERGY

We are pleased to share that five out of six of our owned manufacturing sites now run on renewably generated electricity. Our facilities in India, Vietnam, and Thailand already used renewable electricity only and, in 2023, our site in Serbia joined them. The switch in Serbia was made possible thanks to the purchase of renewable energy certificates, as well as the installation of a 500 kWp solar array that will come online in 2024.

Renewable electricity now accounts for 96% of our total energy demand across all five locations, and making this leap is one of the biggest decarbonization levers we can pull on our climate roadmap, helping

ensure that we stay on track to achieve our target to reduce Scope 1 and 2 emissions by 47% by 2030 against our 2019 baseline.

The sixth and final manufacturing site is at our Wattens, Austria, location—the place where the Swarovski story began in 1895. For now, that means Wattens is our biggest source of greenhouse gas emissions across the operations we own, but progress to change this is continuing, and one of the levers will further drive our uptake of renewable energy.

Last year, we reported that the site’s first large-scale solar array—865 panels capable of generating 300 kWp of electricity—was up and running. In 2023, we installed another 1,202 panels capable of generating an additional 480 kWp. Also, our Wattens operations have been utilizing hydropower from the local river since the inception of our company, and in an average year, our hydropower stations generate 60 to 80 GWh electricity per year, of which we consume about half ourselves. This results in a share of self-produced hydropower of 15% to 20% of the total energy consumption at Wattens.

CERTIFYING OUR SOCIAL AND ENVIRONMENTAL PERFORMANCE

It is important to us that we use management systems consistently and can transparently demonstrate our efforts towards the compliance and sustainability of all the facilities that we own. To ensure this, we

look to secure certification against the most widely recognized environmental and social standards available.

In 2023, our facilities in Austria, Vietnam, and Serbia successfully completed their SMETA audits, receiving either full compliance or only minor non-conformances.

● In place ● Planned

Site	Products	SMETA	SA8000/ Other	ISO 14001 Environment	ISO 50001 Energy	ISO 45001 Health & Safety	ISO 22301 BCM
Wattens, Austria	Crystals	●	N/A	●	●	●	●
Subotica, Serbia	Figurines & Decorations	●	N/A	●	●	●	N/A
Pune, India	Crystal Pearls	N/A	●	●	●	●	N/A
Bangplee, Thailand	Gemstones	●	N/A	●	●	●	N/A
Ayutthaya, Thailand	Jewelry	N/A	●	●	●	●	N/A
Bien Hoa, Vietnam	Jewelry, Figurines & Decorations	●	N/A	●	● Q4 2024	●	N/A

Make

EMPOWERING OUR MANUFACTURING EMPLOYEES TO SHINE

Since 2018, we have been running the WeShine program at several of our manufacturing sites. The program aims to empower the most vulnerable workers in our value chain, especially women, unlocking their full potential by promoting health and financial literacy in collaboration with local and global NGOs. In partnership with RISE, a year-long WeShine HERhealth engagement at our production facility in Pune, India, concluded in October 2023. HERhealth uses peer-to-peer education to drive better health outcomes and financial inclusion while improving self-esteem and confidence. A number of health ambassadors were selected to take classroom training and then train their peers, allowing employees with similar life circumstances to share information, knowledge, ideas, and skills to maximize the reach of participants. The HERhealth program in Pune has been instrumental in educating and sensitizing the predominantly female employees on topics such as nutrition awareness, family planning, maternal health, and menstrual hygiene. In total, 575 workers in India, including 494 women and 81 men, took part during the program. The women and men have taken what they learned from the program and begun incorporating the changes into their everyday lives. In addition, the WeShine program at our manufacturing facility in Vietnam, involving 1,240 women and 396 men, will conclude in the first half of 2024.



Employees graduating from our WeShine HERhealth training

A CASE STUDY FROM OUR WESHINE HERHEALTH TRAINING PROGRAM IN INDIA

Shabana Sheikh has worked as an Operator in the Quality Checking Department at our Pune plant in India since 2012. She is the only earning member of the family. Although she is a graduate, Shabana never had a chance to learn about healthy eating habits and nutrition. She faced a variety of health issues, including weight, joint pain, back pain, and shortness of breath, which were affecting her quality of life and ability to undertake household chores and work in the factory.



Shabana Sheikh

Production Executive Mr. Chandrashekhar had attended a few sessions of HERhealth training and, aware of Shabana's challenges, supported her with implementing a personal wellbeing plan. Over the course of nine months, Shabana implemented a rigorous workout routine and shifted to healthier food habits, such as eating more vegetables and increasing her water intake. This led to weight loss, improved sleep, and more. She remains on track, encouraged by the regular check-ins with peer educators Ms. Mangal and Ms. Jayshree. Shabana has said these simple changes have led to better overall wellbeing and happiness. She is able to manage her personal and professional life with better health. She now motivates and inspires others with her story, advocating for other employees to undertake the program.

Move

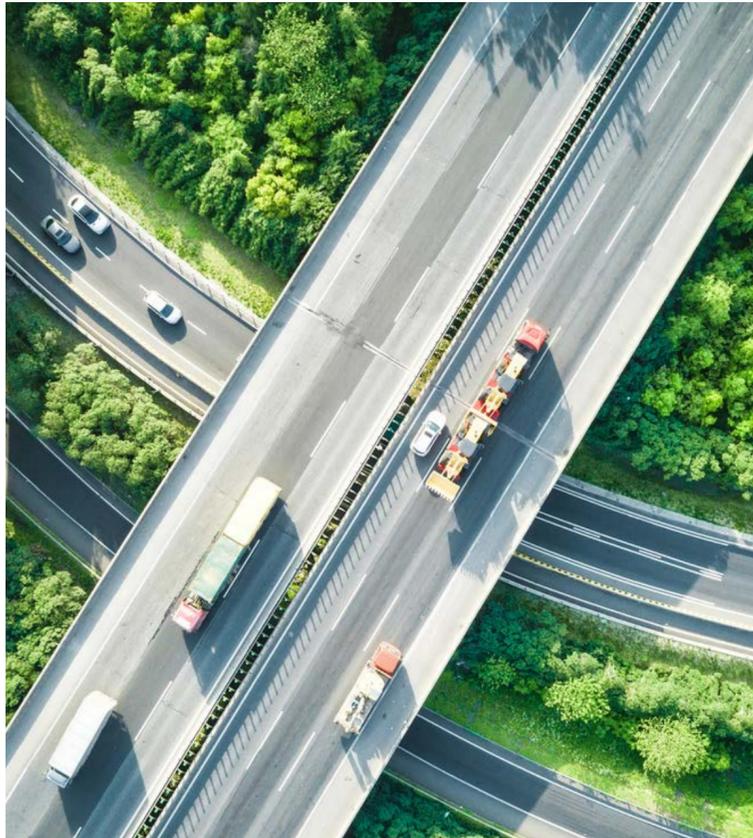
We are keeping a lid on our transport emissions through a growing use of smarter logistics. While moving goods across our supply chain is a juggling act between cost, timelines, and respect for the environment, we remain dedicated to increasing the prioritization of land and sea routes—and more local sourcing—ahead of air transport.

TRANSPORTING GOODS MORE SUSTAINABLY

To help us achieve our aims of constantly improving the sustainability of our logistics, we have established a sustainable transport initiative. One of the main workstreams of this initiative is to continue reducing our reliance on air freight for moving finished goods. Instead, we are doing more to switch to sea and road transport.

This work is now starting to make a considerable difference: We decreased our share of air transport by 24% vs. 2022. This makes a significant difference to our greenhouse gas emissions, as sea freight has a 98% lower carbon footprint than air.¹⁵

We are pleased that, seven years ahead of schedule, we have achieved our target of reducing Scope 3 emissions by 28% by 2030 versus a 2019 baseline. However, we remain committed to further reductions, and shifting transport modes is a critical element of our ability to achieve this aim.



¹⁵Massachusetts institute of Technology, 2010 Statement on lower emissions of seafreight is based on the MIT News Offices (2010), <https://news.mit.edu/2010/corporate-greenhouse-gas-1108>

Sell

A business’s marketing and sales practices say a lot about its relationship with people and planet. We aspire for our brand’s communication to be transparent and inclusive, we aim for our packaging to be recyclable, and we work hard to embed accessibility in our e-commerce platforms as well as our retail spaces, with the latter also including sustainable construction and energy efficiency.

REWRAPPING OUR CHRISTMAS ORNAMENTS

We have run a pilot project to further reduce the environmental impact of the packaging of our most beloved and successful Annual Edition Ornaments. As a result, in 2024 our many regular customers will notice a transformation in the packaging of these must-have seasonal stars.

We replaced the former plastic foam inlay with an FSC-certified paper alternative, making the packaging plastic-free and fully recyclable. This design change also enables a carbon footprint reduction of our ornaments’ 2024 packaging by 35% and reduces its plastic content by 9.2 tonnes (based on 2024 sales forecast).

This pilot redesign is the outcome of using eQopack, a packaging ecodesign tool developed by the leading environmental consultancy Quantis. We will utilize this tool to implement positive changes across all our future packaging initiatives.

¹⁶Calculation is based on an internal Life-Cycle Assessment through eQopack, an ISO-certified LCA Tool by Quantis.

¹⁷There are three options within the Annual Edition Ornaments range – large, small and set – which require individual packaging variations. The changes described apply to all three formats. The performance metrics indicated are averaged and aggregated for the complete range.

OLD PACKAGING



NEW 2024 PACKAGING



The packaging of our bestselling Annual Edition Ornament has been reimagined, replacing the foam inlay with FSC® certified paper.



↓ 35%

Reduced carbon footprint by 35%.¹⁶

↓ 9.2t

Plastic reduction of 9.2 tonnes per year.¹⁷

100%

100% recyclable.

Sell

MAKING OUR RETAIL OPERATIONS AND STORES MORE SUSTAINABLE

Our bricks-and-mortar stores are some of the primary spaces where we can bring to life the iconic Swarovski brand. However, they come with an associated environmental impact. In 2023, our Swarovski-owned stores accounted for 29% of our Scope 1 and Scope 2 emissions; due to refurbishments, closures and relocations, they also produce significant volumes of construction waste.

In EMEA we have continued our initiative to counter waste caused by refurbishments, closures, and relocations of our stores. In 2023, we recycled 83 tonnes of retail construction waste as a result of this endeavor. Additionally, we integrated sustainability-focused principles into a project to further standardize our back-of-house approach, including, for example, wider use of recyclable ceiling panels and flooring materials. This program is being implemented in Greater China, and we aim to roll it out globally by the end of 2024.

We utilize two frameworks that help us monitor and improve the social and environmental impacts of our stores. The first, Leadership in Energy and Environmental Design (LEED), is the world's most widely used green building system, and we are applying it to all our flagship stores. The second, GLEAM (GuideLines for Engineering Architecture and Management), is based on the high standards of LEED but is our own bespoke framework for assessing buildings that includes additional, Swarovski-specific, criteria. While the rollout does take time, over the coming years, we aim to assess all our stores against the LEED or GLEAM standard.



Use

We aspire to create beautiful products of remarkable complication and impeccable quality that are designed to last. Whether they are for businesses or individual customers, we aim for that durability to help our products leave the smallest possible footprint on our world. That is why we believe in enhancing circularity, finding ways to repair, reuse, and recycle products when the time comes.

INCREASING QUALITY, EXTENDING LIFE

As a luxury brand, we do not compromise on quality. And we know that by continually seeking to improve quality and durability, we can also positively affect the environmental performance of our products throughout their life cycle.

Because we want our customers to enjoy our products for the longest time possible, we have been working hard to further drive down return rates and avoid the waste and emissions associated with the returns process. In 2023, we realized two examples of these efforts through our bracelets and rings: we changed the design of our Tennis bracelet to use stronger links that reduce breakage, and we switched the base material of our Vittore rings from brass to a strong

and non-corrosive alloy. Overall, we are pleased that our ongoing efforts in this area have seen us reduce the average return rate for these products by approximately 14%, compared to 2022.



Vittore rings and Tennis bracelet

BREATHING NEW LIFE INTO UNUSED CRYSTALS

Alongside crafting jewelry and crystal directly for end customers, we also produce crystal components for business customers to add a touch of luxury to their own products. Not all these crystals always get used, but it is not in our nature to create waste.

Through our reignited crystals program, established in 2016, we continue to raise awareness of the importance of sustainable design while giving unused crystals another chance to be adored.

For many years, we have been making these surplus crystals available to ignite the imaginations of responsible designers and teaching institutions. This year, we expanded the number of leading design schools to which we provide reignited crystals, including Istituto Marangoni Dubai, Donghua University in China, London College of Fashion, and two schools in the United States: Parsons and The High School of Fashion Industries.

EXPERIMENTING WITH RENTAL TO INCREASE USAGE

In line with the spirit of circularity to increase usage of our items, our colleagues in the UAE launched Play Up The Light, a Swarovski rental project, in December 2023 together with our partner, Chalhoub. The Swarovski rental microsite went live with a selection of products from our high-end range and aspirational products. From necklaces to bracelets, customers can choose jewelry from the Constella, Dextera, Florere, Matrix, Mesmera, and Millenia collections.

The vision behind this project was to promote sustainability and circularity, but also to make our higher price point pieces available to more customers. Since the launch of Play Up The Light, we have learned several lessons and made a number of modifications to the offering, such as reducing the lead time from order to receipt of the products and decreasing rental periods from four to two days, reducing the cost to the customer. This project is still in its pilot phase, and we look forward to learning more about this model in the coming months.

People

The story of our crystals is a journey through the life cycle of our products, sharing how, at each step, we contribute to reaching our environmental and social sustainability goals. While describing this journey, we must not forget the people who are behind each of the steps we take.

The way our employees behave and the way we treat them have a significant effect on our overall impact on society and the environment. For example, the way we hire, train, promote, support, pay, and lead affects the lives of our people.

For these reasons, we incorporate sustainability principles into our Code of Conduct and corporate policies and implement programs to promote equity, diversity and inclusion, as well as human rights, for our people all over the world.

OUR EQUITY, DIVERSITY & INCLUSION STRATEGY

While we have broadened the aims of our equity, diversity, and inclusion strategy beyond employees to also target customers and suppliers, our activities to enhance inclusion and belonging in our workforce remain at the core. Regardless of gender, age, sexuality, religion, race, ability, or any other characteristic, it is our intention to create a welcoming space for everyone in our company.

Our new equity, diversity, and inclusion strategy was formally signed off in 2023 and shared with all Swarovski employees. Our primary emphasis is on fostering inclusion and belonging, making everyone feel welcome, and unleashing the full potential of our workforce.

The strategy incorporates a 2030 roadmap that we will use to advance towards our commitments. It is founded on the progress we have already made and ensures we will make further strides in the right areas. Guided by our newly refined focus, we will review all our commitments in 2024 to ensure they support our overall vision.



87% We are proud that in our latest culture survey, 87% of employees globally agreed that our business “values and respects diversity and inclusion”.

People

ONGOING EQUITY, DIVERSITY, AND INCLUSION ACTIVITY 2023

Sharpening the focus of our strategy has further underlined the importance of our ongoing work to enhance equity, diversity, and inclusion at Swarovski. Over the past year, we have further strengthened the foundations of our programs by continuing, and in places expanding, several initiatives; some of these are outlined below.

Fostering Community

Employee Resource Groups (ERGs) are voluntary, employee-led groups of people with common interests or backgrounds that help nurture a more diverse and inclusive workplace across our business. The groups include:

- eMpoWer Together: empowering women at work to achieve their ambitions. Their goal is to create an equal workplace by bringing all genders together, fostering cross-gender collaboration and exchange, and equipping women with the skill set and tools to fulfill their aspirations at work.
- Pride ERG: celebrates and elevates the LGBTQ+ community within Swarovski.
- EDI Councils in the US, Poland, and Malaysia that promote equity through action and events, spreading awareness about the importance of diversity and inclusion.

- #mixingITup, a collective of women working in IT roles in Swarovski aiming to provide equal chances and an attractive work environment for all genders across every organizational level.

During 2023, these groups organized many activities and events, including honoring Black History Month, holding a webinar about men’s health, and celebrating International Women’s Day with a workshop on inclusive language and Project Shoebox.

Educating

We provide a large range of learning on relevant topics, such as unconscious bias, allyship, spotting micro-inequalities, the fundamentals of disability and, new for 2023, LGBTQ+ inclusion. We also continue to run and promote equity, diversity, and inclusion masterclasses to help employees understand the meaning of these terms and celebrate everything that makes each of our colleagues special. These masterclasses encourage harmonious and compassionate workplaces that maximize the potential of diverse imaginations.

Partnerships

We firmly believe in the power of collaboration to make our world a better place. We engage in a number of key strategic partnerships for the benefit of people in order to further build allyship, foster knowledge exchange and inspiration, and benchmark our progress.

They include:

- Maintained our membership of the Workplace Pride Foundation.
- Remained a partner of The Trevor Project, the leading suicide prevention and crisis intervention organization for LGBTQ+ young people.
- Ongoing signatory of the UN Standards of Conduct for Business Tackling Discrimination against LGBTI People.
- Continuing signatory of the United Nations’ Women’s Empowerment Principles.
- As a committed member of the Business Disability Forum (BDF) NGO, we used BDF’s disability self-assessment tool to survey employees at two of our HQ sites and help us identify the strengths and development areas of our disability inclusion journey. The tool has helped us evaluate our practices and enhance our understanding of the challenges faced by people with disabilities in our workplaces. In addition, BDF conducted an independent review of our disability inclusion efforts.
- Continued our partnership with TENT, mentoring displaced Ukrainian women in Poland so that they can find work. To date, 15 Swarovski employees have acted as mentors.



“Thanks to partners like Swarovski, The Trevor Project raised over \$15m for our life-saving work, 26.5k+ unique supporters donated to our Pride campaign, and our crisis counselors served 53k+ contacts in June 2023 (more than double from last year)! We are beyond grateful for Swarovski’s continued support amidst a challenging Pride season, and for their partnership in furthering our mission to end suicide among LGBTQ+ young people.”

Samantha Bayne (she/her)
Senior Corporate Partnerships Associate

People

VOLUNTEERING

Acting responsibly has been part of our DNA since Daniel Swarovski founded our business in 1895. Caring for people and planet, alongside quality, craftsmanship, and creativity, remains at the heart of our values today. Our volunteering initiative enables Swarovski employees all around the world to dedicate one paid day of leave a year to making a positive impact on local communities.

For example, members of the Swarovski Employee Works Council used the opportunity to help disadvantaged communities in Tyrolean Austria. They supported families in need with food parcels and further distributed food, meals, and toiletries to homeless men and women at the Vinzibus Innsbruck and Katharina-Stube. In Malaysia, a large team from the site spent a day cleaning Miami beach in Batu Ferringhi, Penang, while a combined group from the Collection and Retail teams cleared 21 kg of trash from the Motlawa river in Poland.

84%

of our global workforce agree that Swarovski cares about its social and environmental impact, according to our latest culture survey.

OUR NEW GLOBAL TRAVEL POLICY

We have released a fully updated travel policy for our employees with the aim of changing the way our people travel. By traveling smarter and more consciously, our employees can make a significant impact on our environmental footprint.

Prior to the Covid-19 pandemic, business travel accounted for 3% of our organization’s total carbon footprint. Our publicly declared science-based targets to reduce emissions mean we are determined to ensure that emissions associated with travel never reach pre-Covid levels again.

Our new policy first asks employees to consider whether traveling is truly necessary. If it is, we want colleagues to choose the most sustainable travel option available. For example, as long as the journey is safe and five hours or less, direct train routes are the preferred long-distance choice.

RESPONSIBLE COMMUTING

We also know that the large number of small, everyday journeys our people take add up to a sizable portion of our travel’s carbon contribution. At our Wattens home, for instance, 2,500 people regularly commute to work. That’s why we try to incentivize the switch to greener modes of commuting. These include a bike lease scheme, free public transport tickets, and a ride-sharing app to facilitate car sharing.

Many of our sites around the globe also encourage more responsible commuting. In Thailand, for example, we supply a bus shuttle to take employees to and from the workplace and provide electric vehicle charging stations for employee use. And in multiple locations, we support employees cycling to work through subsidies or bike leasing. We also offer subsidies of public transport in numerous company locations globally.

Awarded a certificate by ÖBB–Personenverkehr AG



The Austrian Railways – Passenger Transportation, recognised our efforts to encourage employees to travel by train for business. This initiative has resulted in an emissions reduction of 32 tonnes CO₂e in 2023.¹⁸



Volunteers at the Miami beach cleanup in Batu Ferringhi, Penang, Malaysia

¹⁸The savings are comparing CO₂ emissions via train vs. via car based on the emission factors of the Environment Agency Austria

04

Appendix



IN THIS SECTION

Stakeholder Engagement Map

GRI Content Index

Performance Data

A Selection of Our Partners

California Voluntary Carbon Disclosures Act

EY Assurance Statement

Stakeholder Engagement Map

		Climate and energy	Resources and materials	Waste	Wastewater	Biodiversity	Health and safety	Equity, diversity & inclusion	Education and training	Labor conditions	Corporate behavior
INTERNAL	General engagement methods	•	•	•	•		•	•	•	•	•
	Own workforce: manufacturing, offices, retail	•	•	•	•		•	•	•	•	•
	Family, board	•	•	•	•		•	•	•	•	•
DOWNSTREAM	Customers (B2B, B2B2C)	•	•				•	•	•	•	•
	End consumers (B2C)	•	•					•			
EXTERNAL	Suppliers of materials and services, contract manufacturers, other business partners	•					•			•	•
		•	•	•	•		•	•	•	•	•
	Local communities	•		•	•						•
	Regulators	•	•	•	•		•			•	•
	Peers, industry associations, academia, NGOs, media	•	•	•	•	•	•	•	•	•	•

GRI Content Index

GRI: CONTENT INDEX

Statement of use	Swarovski International Holding AG has reported in accordance with the GRI Standards for the period 1 January 2023 to 31 December 2023.
GRI used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None applicable

GRI 2: GENERAL DISCLOSURES

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	<p>Swarovski International Holding AG is a privately owned business, containing subsidiaries around the globe, and is headquartered in Alte Landstrasse 411, 8708 Männedorf, Switzerland. Through wholesale, directly operated and partner-operated stores the company sells crystals and forward integrated products for the fashion and jewelry industry and consumer goods (including components, semi-finished and finished goods) in more than 140 countries worldwide.</p> <p>The company’s manufacturing operations occur in Austria, Serbia, Thailand, India, and Vietnam, and it operates shared service centers in Poland, Malaysia, and Costa Rica, as well as distribution centers in the United States, Singapore, Liechtenstein and Belgium. D. Swarovski KG. in Wattens, Austria, is the production site for crystals.</p> <p>See About Swarovski & This Report, page 5.</p>			
	2-2 Entities included in the organization’s sustainability reporting	<p>This report includes information on what is referred to as “Swarovski Crystal Business” only, which includes Swarovski International Holding AG, the subsidiaries (manufacturing sites, offices, retail stores) of the Swarovski International Holding AG and D. Swarovski KG. Environmental data covers our manufacturing sites, offices, and global business services locations, while the social data also covers distribution, trading locations, excluded from the environmental footprint that is, according to our estimations, well below 5% of our total environmental footprint. Where “Swarovski” is mentioned throughout this report, it refers only to the companies that are part of the Swarovski Crystal Business. The last section of the report also includes programs and impacts from the philanthropic and non-profit “Swarovski Foundation” (independent entity).</p> <p>See About Swarovski & This Report, page 5.</p>			
	2-3 Reporting period, frequency and contact point	<p>This “2023 Sustainability Report” covers information and data on the period January 1, 2023 to December 31, 2023, in line with our financial reporting. Non-financial reporting is conducted annually, following the conclusion of each fiscal year. This “2023 Sustainability Report” was published in xx 2024. Contact point: sustainability@swarovski.com</p>			
	2-4 Restatements of information	<p>In 2023, we added refrigerant consumption for 2019–2023, previously incomplete/unavailable, now obtained from contractors. This led to a slight increase of our Scope 1 emissions (c.+0.4%).</p> <p>See Performance Data: GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Market based page 59, GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Location based page 60.</p>			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	2-5 External assurance	<p>For this 2023 report, Swarovski obtained limited assurance by an independent third party. As agreed internally, together with the members of Executive Management in charge, the following disclosures were prioritised as significant for the reasons of scale and significance: GRI 305-1/2/3: Carbon emissions Scope 1/2/3; GRI 302-1: Energy consumption; GRI 306-3: Waste generated; GRI 306-4: Waste diverted from disposal, GRI 306-5: Waste directed to disposal, GRI 2-7: Total SCB employees; GRI 405-1 – Composition of governance bodies.</p> <p>See Limited Assurance Statement for the details of the standards followed and limitations, page 65.</p>			
	2-6 Activities, value chain and other business relationships	<p>Swarovski International Holding AG (and its subsidiaries) and D. Swarovski KG operate in the private sector, designing, producing, and selling jewelry, watches, home décor, accessories, high-quality crystals, and created stones in more than 140 countries. This includes both B2B and B2C activities globally.</p> <p>For details, please see Introducing the Story of Our Crystals, page 21.</p>			
	2-7 Employees	<p>Our total value of employees reflects total number of direct employees at the end of the report cycle (12.31.2023). See About Swarovski & This Report page 5, Performance Data: GRI 2-7: Total Swarovski Crystal Business Employees (headcount = HC) by gender Indicator Measure 2023 page 53, Performance Data: GRI 2-7: Total Swarovski Crystal Business Employees HC by region page 54.</p>			
	2-8 Workers who are not employees	<p>847 contingent workers (headcount) at the end of the 2023 reporting period (January 1, 2023 to December 31, 2023). This consists of an increase of 8% vs end of 2022, and a decrease of 26% vs. end of 2019. Out of the 847 contingent workers in 2023, 64% of the HC are employees in operations/manufacturing, while 36% of the HC are sales consultants and office employees.</p>			
	2-9 Governance structure and composition	<p>Chief Executive Officer: Alexis Nasard (for this report’s review and approval – appointed CEO on July 4, 2022). Our highest governance body, the Board of Directors (BoD), is responsible for the overall direction of the company through the provision of necessary directives, supervision, and control, and monitors the compliance with the applicable legal provisions and regulations, including Swarovski’s values and standards. Board members bring complementary skills, expertise, and leadership, curating the long-term value creation of the business. Their know-how covers all crucial areas from people and culture to luxury retail and, particularly important, business transformation. The roles within the Board of Directors (all non-executive members and nominated Q4 2021) are as follows:</p> <p>Chair of the Board: Luisa Delgado (independent) Vice Chair of the Board: Robert Buchbauer (shareholder) Chair of the Finance & Audit Committee: Robert Singer (independent) Members of the Finance & Audit Committee: Mathias Margreiter (shareholder) and Markus Fiechter (independent) Chair of the Nomination and Remuneration Committee: Manuel Martinez (independent) Members of the Nomination and Remuneration Committee: Markus Langes-Swarovski (shareholder) and Annalisa Loustau Elia (independent)</p> <p>See Sustainability Governance, page 8.</p>			
	2-10 Nomination and selection of the highest governance body	<p>The Board of Directors in its current composition was constituted in November 2021, but Swarovski International Holding and Swarovski Auslandsholding Board exist since the company was set up. The Board of Directors is elected by the Annual General Meeting in accordance with Swiss corporate law.</p>			
	2-11 Chair of the highest governance body	<p>Luisa Delgado, Chair of the Board of Directors, non-executive member.</p>			
	2-12 Role of the highest governance body in overseeing the management of impacts	<p>The Board of Directors has delegated the management of the company’s sustainability and impact to the CEO. However, the Board of Directors defines the overall strategy with respect to sustainable development, reviews and approves the annual sustainability report and receives updates on key sustainability and impact metrics from the CEO/sustainability team on a regular basis.</p>			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	2-13 Delegation of responsibility for managing impacts	<p>The Board of Directors has delegated the management of the company’s sustainability and impacts to the CEO. Currently, the CEO is responsible for managing impacts as part of the implementation of the sustainability strategy defined by the Board of Directors. The CEO further delegated the management and execution of the sustainability program to a cross-functional sustainability team that in 2023 reported to the Chief Brand Officer who is working closely with the Executive Committee and the CEO on its annual agenda, priorities, and budget related to the company’s impacts.</p> <p>See Sustainability Governance, page 8.</p>			
	2-14 Role of the highest governance body in sustainability reporting	<p>The Board of Directors is ultimately responsible for reviewing and approving the Sustainability Report. The Finance and Audit Committee in turn is responsible to define, review, and recommend ESG disclosures and reporting to the Board of Directors for decision-making.</p> <p>See Sustainability Governance, page 8.</p>			
	2-15 Conflicts of interest	<p>According to Swiss law and the Organizational Regulations, the Board Members and the members of the Executive Committee shall arrange their personal and business affairs so as to avoid, as much as possible, a conflict of interest. Any transactions involving Board Members or members of the Executive Committee shall be conducted at arm’s length and documented. The Board of Directors has in its Organizational Regulations defined procedures and rules on how to handle any conflicts of interest if they nevertheless arise.</p>			
	2-16 Communication of critical concerns	<p>Currently, critical concerns would be communicated directly to the CEO and the Executive Committee (however, in 2023, there were no such incidents). We implemented in the relevant jurisdictions whistleblower mechanisms in line with the EU Whistleblower Directive.</p> <p>In 2024, a global Speak Up channel for raising concerns by affected internal and external stakeholders will be rolled out in addition to the existing Integrity & Compliance Reporting channel.</p>			
	2-17 Collective knowledge of the highest governance body	<p>The Board of Directors has been in its current composition since November 2021 and has a diverse and rich composition with complementary skills, areas of expertise, and industry experiences thereby covering well the needs of Swarovski as a responsible, sustainable, and fully vertically integrated business in the luxury space.</p>			
	2-18 Evaluation of the performance of the highest governance body	<p>The annual board assessment that was conducted for the first time in Q1 2023 covers different areas to assess the performance across all key dimensions of its responsibility. The board review is not conducted independently. Instead, Board Members assess personal development areas of each of its Members and the overall fit of competencies and experience required to steer the company and the business, including its sustainability strategy.</p>			
	2-19 Remuneration policies		2-19-a 2-19-b	Confidentiality constraints	<p>Swarovski International Holding AG is a privately owned company, hence detailed remuneration policies of the BoD, CEO, and Management Board members are protected by confidentiality. We are nevertheless working to improve our variable compensation mechanisms further, enhancing accountability and alignment over economic, environmental, and social impacts.</p>
	2-20 Process to determine remuneration	<p>HR is responsible for developing remuneration frameworks that are discussed and decided in the Executive Committee/by the CEO and then reviewed by the Nomination and Remuneration Committee and recommended to the Board of Directors for decision making.</p>			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	2-21 Annual total compensation ratio		2-21-a 2-21-b 2-21-c	Confidentiality constraints	Swarovski International Holding AG is a privately owned company, hence detailed compensation data is protected by confidentiality.
	2-22 Statement on sustainable development strategy	A statement from CEO, Alexis Nasard, about the relevance of sustainable development to the organization is found in the "Welcome From Our CEO" section of this 2023 report. See Welcome From Our CEO page 4 .			
	2-23 Policy commitments	<p>Our continuously reviewed sustainability commitments were initially made public in 2021. They cover own operations and other business relationships upstream and downstream. They build on the precautionary principle set out in the UN Rio Declaration on Environment and Development, the UN Guiding Principles, and the International Labour Organization (ILO) Core Conventions. These commitments span the five strategic areas as outlined in this report (see Welcome From Our CEO, page 4). They are embedded in a publicly available Supplier Code of Conduct (See Source page 24), and Integrity Charter that in 2024 will be replaced by a publicly available corporate Code of Conduct. We will continue to further build out our sustainability due diligence, embedding it into our corporate governance and business model in 2024 and 2025.</p> <p>Our commitments and initiatives are communicated to internal and external partners via our annual sustainability reporting, dedicated communications on digital and physical channels, as well as through dedicated trainings and internal alignments.</p> <p>See Welcome From Our CEO page 4, Source page 24.</p>			
	2-24 Embedding policy commitments	<p>Our commitments and targets (five focus area sections in this Report) are embedded within our business, activities and outlined in Our Focus Areas page 13. Our company-wide commitments have been translated into specific programs and targets for each department. Throughout 2023, the Sustainability Team has continuously engaged with functional departments across the company to ensure our commitments are acknowledged, integrated and met. Cross-functional teams continuously work to track progress on policy commitments. We completed development of dedicated eLearning modules to enable a deeper comprehension of sustainability risks and opportunities throughout the business.</p> <p>See Our Focus Areas page 13, Our 2030 Commitments page 10.</p>			
	2-25 Processes to remediate negative impacts	<p>Concerns raised through Integrity & Compliance Reporting channel and other locally available whistleblower mechanisms are managed by Swarovski's General Counsel office that ensures that each grievance is analyzed and resolved if confirmed. From 2024, the process will be streamlined once Speak Up comes online. A good example of how we systematically remediate external negative impacts can be demonstrated through our Responsible Sourcing Initiative social and environmental audits.</p> <p>See Performance data: GRI 408-1 and 409-1 Non-Compliance Table of Social Audit page 61.</p>			
	2-26 Mechanisms for seeking advice and raising concerns	<p>Integrity & Compliance Reporting channel and other locally available whistleblower mechanisms provide channels to raise concerns. In 2024, these will be complemented by a global Speak Up channel. Our Integrity Charter defines how the business as a whole can act responsibly to meet global business opportunities and challenges and reinforces the commitment to each other. This tool is designed to offer practical and confidential advice for the issues our employees encounter in their everyday activities. Alongside the Integrity Charter, there is a company-wide compulsory eLearning module dedicated to responsible business conduct at the individual and collective level. Swarovski offers its employees its Employee Assistance Program (EAP) as a free, voluntary, and confidential resource to support dealing with various life challenges that may adversely affect their health, personal wellbeing, or job performance.</p>			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	2-27 Compliance with laws and regulations		2-27-a 2-27-b 2-27-c 2-27-d	Confidentiality constraints	Swarovski aims to operate in full compliance with global and local laws and regulations. Instances of accidental non-compliance are readily remedied. Non-compliances for the reporting period (if any) cannot be publicly disclosed because Swarovski is a privately owned company.
	2-28 Membership associations	Swarovski holds positions in a number of organisations, and supports others through membership and ongoing involvement. Swarovski holds a significant role in the European Domestic Glass Association (as Member of the Board, Vice-President in Europe), in the "Industriellenvereinigung Österreich" (role in several committees), in the National Retail Federation (as active member in United States), and in the NRF General Counsel Association (United States). See A Selection of Our Partners page 62 .			
	2-29 Approach to stakeholder engagement	Collective bargaining agreements are in place at our Wattens (Austria), Serbia, Pune (India) and Vietnam manufacturing sites. Colleagues at these sites made up 29% of our global workforce. See Stakeholder Engagement Map page 38 .			
	2-30 Collective bargaining agreements	Workforce covered by collective bargaining locations (Austria, Serbia, India, and Vietnam) represented 29% of the total workforce in the reporting period.			
GRI 3: Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	We conducted double materiality assessments, assessing impacts, risks, and opportunities and consulting internal and external stakeholders, to determine our material topics and reporting thresholds in line with the emerging CSRD requirements. See Our Sustainability Strategy page 9			
	3-2 List of material topics	See Our Sustainability Strategy page 9			
Economic Performance					
GRI 201-2	3-3 Management of material topics				
	201-1 Direct economic value generated and distributed		201-1-a 201-1-b	Confidentiality constraints	Swarovski International Holding AG is a privately owned company, hence direct economic value is protected by confidentiality.
	201-2 Financial implications and other risks and opportunities due to climate change		201-2-a	Information unavailable/incomplete	In 2023, Enterprise Risk Management system was rolled out. In 2024, we intend to review and integrate climate-related risks into our risk management and mitigation processes.

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	201-3 Defined benefit plan obligations and other retirement plans		201-3-a 201-3-b 201-3-c 201-3-d 201-3-e	Confidentiality constraints	Swarovski International Holding AG is a privately owned company, hence benefit plan obligations and retirement plans are protected by confidentiality.
	201-4 Financial assistance received from government		201-4-a 201-4-b 201-4-c	Confidentiality constraints	Swarovski International Holding AG is a privately owned company, hence financial assistance received from the government is protected by confidentiality.
Materials					
GRI 301: Materials 2016	3-3 Management of material topics	See Focus Area: Conscious Materials page 17 , The Story of Our Crystals: Create page 22 , The Story of Our Crystals: Source page 24 .			
	301-1 Materials used by weight or volume		301-1-a	Information unavailable/incomplete	Data is currently incomplete, but we are working to improve its availability and can expect to potentially include it in the following reporting periods.
	301-2 Recycled input materials used		301-2-a	Information unavailable/incomplete	Data is currently incomplete, but we are working to improve its availability and can expect to potentially include it in the following reporting periods.
	301-3 Reclaimed products and their packaging materials		301-3-a 301-3-b	Information unavailable/incomplete	Data is currently incomplete, but we are working to improve its availability and can expect to potentially include it in the following reporting periods.
Energy					
GRI 302: Energy 2016	3-3 Management of material topics	See Focus Area: Climate page 14 , The Story of Our Crystals page 21 .			
	302-1 Energy consumption within the organization	See Performance Data: GRI 302-1: Energy consumption within the organization page 58 .			
	302-2 Energy consumption outside of the organization		302-2-a 302-2-b 302-2-c	Information unavailable/incomplete	Data is currently not available.

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	302-3 Energy intensity		302-2-a 302-3-b 302-3-c 302-3-d	Information unavailable/incomplete	Data is currently not available.
	302-4 Reduction of energy consumption	See Performance Data: GRI 302-1: Energy consumption within the organization page 58 .			
	302-5 Reductions in energy requirements of products and services		302-5-a 302-5-b 302-5-c	Not applicable	Swarovski's products do not require energy for functioning.
Water and effluents					
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Access to water is a fundamental human right. Some of our manufacturing sites, India and Thailand, are located in regions of high or medium-high water stress. We recognize that responsible water management, reduced withdrawal and consumption of water resources, effective treatment of wastewater, and closed-loop use minimize negative impacts on the planet and ensure people have the water they need to live and thrive.			
	303-1 Interactions with water as a shared resource	See Performance Data: GRI 303-3: Water withdrawal page 59 , GRI 303-3 Withdrawal by Water Risk (according to WRI) page 59 .			
	303-2 Management of water discharge-related impacts		303-2 a	Information unavailable/incomplete	Swarovski performs activities to ensure water discharge occurs in line with local regulation.
	303-3 Water withdrawal	See Performance Data: GRI 303-3: Water withdrawal page 59 , GRI 303-3 Withdrawal by Water Risk (according to WRI) page 59 .			
	303-4 Water discharge	See Performance Data: GRI 303-4: Water discharge page 59 .			
Biodiversity					
GRI 304: Biodiversity 2016	3-3 Management of material topics	At present, we do not have a mechanism for tracking progress on biodiversity or corporate behavior, as these topics have not been material before. As a result of these new findings, we are designing metrics and a management approach into our updated sustainability strategy and will disclose them in future reporting cycles.			
	304-1 Operational sites owned, leased, management in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	As part of our Materiality Assessment, biodiversity was identified as a new priority topic. As a result, we are currently investigating what this means for our business and what actions we could take. At present, we do not have a mechanism for tracking progress on biodiversity but are designing metrics and a management approach into our updated sustainability strategy.			
	304-2 Significant impacts of activities, products and services on biodiversity		304-2-a 304-2-b	Information unavailable/incomplete	At present, we do not have a mechanism for tracking progress on biodiversity, but we are designing these metrics into our updated sustainability strategy.

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	304-3 Habitats protected or restored		304-3-a 304-3-b 304-3-c 304-3-d	Information unavailable/incomplete	At present, we do not have a mechanism for tracking progress on biodiversity, but we are designing these metrics into our updated sustainability strategy.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		304-4-a	Information unavailable/incomplete	At present, we do not have a mechanism for tracking progress on biodiversity, but we are designing these metrics into our updated sustainability strategy.
Emissions					
GRI 305: Emissions 2016	3-3 Management of material topics	See Focus area: Climate page 14 , The Story of Our Crystals page 21 .			
	305-1 Direct (Scope 1) GHG emissions	See Performance Data: GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Market based page 59 , GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Location based page 60 .			
	305-2 Energy indirect (Scope 2) GHG emissions	See Performance Data: GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Market based page 59 , GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Location based page 60 .			
	305-3 Other indirect (Scope 3) GHG emissions	See Performance Data: GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Market based page 59 , GRI 305: Emissions. Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Location based page 60 .			
	305-4 GHG emissions intensity		305-4-a 305-4-b 305-4-c 305-4-d	Information unavailable/incomplete	Data currently not available.
	305-5 Reduction of GHG emissions	See Performance Data: GRI 305-5 Reduction of GHG Emissions (Carbon Credits) page 60			
	305-6 Emissions of ozone-depleting substances (ODS)		405-6-a 405-6-b 405-6-c 405-6-d	Not applicable	Swarovski does not import or produce ODS.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		405-7-a 405-7-b 405-7-c	Information unavailable/incomplete	Data is currently incomplete, but we are working to improve its availability and can expect to potentially include it in the following reporting periods.

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Waste					
GRI 306: Waste 2020	3-3 Management of material topics	See Focus Area: Circularity & Waste page 16 , The Story of Our Crystals: Make page 27 .			
	306-1 Waste generation and significant waste-related impacts	See Performance Data: GRI 306: Waste. (Waste generated), 306-4 (Waste diverted from disposal) and 306-5 (Waste directed to disposal) page 60 .			
	306-2 Management of significant waste-related impacts	See Focus area: Circularity & Waste page 16 , The Story of Our Crystals: Make page 27 .			
	306-3 Waste generated	See Performance Data: GRI 306: Waste (generated), 306-4 Waste (diverted from disposal) and 306-5 Waste (directed to disposal) page 60 .			
	306-4 Waste diverted from disposal	See Performance Data: GRI 306: Waste (generated), 306-4 Waste (diverted from disposal) and 306-5 Waste (directed to disposal) page 60 .			
	306-5 Waste directed to disposal	See Performance Data: GRI 306: Waste (generated), 306-4 Waste (diverted from disposal) and 306-5 Waste (directed to disposal) page 60 .			
Supplier environmental assessment					
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	See Focus area: Human Rights page 19 , The Story of Our Crystals: Source page 24 .			
	308-1 New suppliers that were screened using environmental criteria	See Focus area: Human Rights page 19 , The Story of Our Crystals: Source page 24 .			
	308-2 Negative environmental impacts in the supply chain and actions taken	See Focus area: Human Rights page 19 , The Story of Our Crystals: Source page 24 .			
Employment					
GRI 401: Employment 2016	3-3 Management of material topics	See Focus area: Equity, diversity & inclusion page 18 , The Story of Our Crystals: People page 33 .			
	401-1 New employee hires and employee turnover		401-1-a 401-1-b	Confidentiality constraints	No reference to turnover. Swarovski is committed to job security and responsible workforce restructuring through procedures that support internal hiring, retrainings, and mitigate consequences for employees that may be made redundant, with particular attention to pre-retirees, working parents, and other vulnerable groups.

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		401-2-a 401-2-b	Information unavailable/incomplete	Not centrally collected and varies according to markets.
	401-3 Parental leave		401-3-a 401-3-b 401-3-c 401-3-d 401-3-e	Information unavailable/incomplete	Swarovski does not yet have a global policy, but we are committed to creating a workplace where working parents can thrive. We look forward for continuing innovation and improvement in this area. While we do not have a global parental leave policy in place yet, we are actively exploring this option. In the meantime, we are committed to providing working parents at Swarovski with additional resources to support their success.
Labor/management relations					
GRI 402: Labor/ Management Relations 2016	3-3 Management of material topics	We have collective bargaining in place where applicable (See disclosure GRI 2-30 – Collective bargaining agreements). A reasonable notification period will be provided to all impacted employees for any significant operational changes.			
	402-1 Minimum notice periods regarding operational changes		402-1-a 402-1-b	Information unavailable/incomplete	This information is not aggregated at global level but Swarovski is making efforts to enhance its availability. We anticipate it may be included in upcoming reporting periods.
Occupational health and safety					
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	See The Story of Our Crystals: Make page 27 .			
	403-1 Occupational health and safety management system	See The Story of Our Crystals: Make page 27 .			
	403-2 Hazard identification, risk assessment and incident investigation	See The Story of Our Crystals: Make page 27 .			
	403-3 Occupational health services	See The Story of Our Crystals: Make page 27 .			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	403-4 Worker participation, consultation, and communication on occupational health and safety	See The Story of Our Crystals: Make page 27 .			
	403-5 Worker training on occupational health and safety	See GRI 404 below. See The Story of Our Crystals page 21 .			
	403-6 Promotion of worker health	See The Story of Our Crystals: Make page 28 (WeShine).			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Swarovski has the ISO 45001 certification at all its sites so they systematically address the prevention and mitigation of occupational health and safety issues. In addition, there are strict regulatory requirements that Swarovski has to comply with and where Swarovski is going far beyond these legal requirements. Health and safety has a first priority where Swarovski is driving a zero accident policy/culture and has achieved that already in most sites. See The Story of Our Crystals: Make page 27 .			
	403-8 Workers covered by an occupational health and safety management system	See The Story of Our Crystals: Make page 27 .			
	403-9 Work-related injuries	See The Story of Our Crystals: Make page 27 .			
	403-10 Work-related ill health	No fatalities or work-related ill health has been recorded during the reporting period. Risks have been mitigated by our EH&S programs.			
Training and education					
GRI 404: Training and Education 2016	3-3 Management of material topics	See The Story of Our Crystals: Make page 27 .			
	404-1 Average hours of training per year per employee	See GRI 404-1 in the data table.	404-1-a	Information unavailable/incomplete	The global learning solution currently does not allow precise calculations of the average number of hours spent in training. Therefore, we are reporting the total number of completed courses, the number of employees enrolled in training, and the average number of courses completed for Office and Retail employees.
	404-2 Programs for upgrading employee skills and transition assistance programs		404-2	Information unavailable/incomplete	The global learning solution currently does not allow precise calculations.
	404-3 Percentage of employees receiving regular performance and career development reviews	100% of Swarovski employees undergo regular performance reviews. For most roles this process includes a three-phase dialogue between employee and manager: on progress towards targets, culture, and selected topics from Crystal Clear Conversations Cards. The process may vary by location.			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Diversity and equal opportunity					
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	See Focus area: Equity, diversity, and inclusion page 18 , The Story of Our Crystals: People page 33 .			
	405-1 Diversity of governance bodies and employees	See Performance Data: GRI 405-1: Diversity of governance bodies and employees page 56 , GRI 405-1: Total Swarovski Crystal Business Employees HC by age page 57			
	405-2 Ratio of basic salary and remuneration of women to men		405-2-a 405-2-b	Confidentiality constraints	<p>In 2023, we have upgraded our Pay Equity Analysis tool that evaluates whether there are pay equity gaps between men and women with similar personal and professional characteristics. This tool is designed to support Country Heads of HR and Local HR Managers and provides data-driven insights to support the decisions during Annual Merit Review (AMR) but also throughout the year. The tool is based on the one implemented by the Swiss Confederation, which has been fully tested by independent experts. It has also garnered several awards, including the UN Public Service Award, and received the EPIC Good Practice Label from the Equal Pay International Coalition.</p> <p>In 2023, we assessed the pay gap and pay equity gap across multiple legal entities in Office, Manufacturing and Retail, provided that the minimum headcount requirements for gender representation were fulfilled. In addition, we currently publish Gender Pay Gap Reports in all legally required countries, including Austria, France, Switzerland, and the United Kingdom.</p>

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
Non-discrimination					
GRI 406: Non-discrimination 2016	3-3 Management of material topics	See Focus area: Equity, diversity & inclusion page 18 , The Story of Our Crystals: People page 33 .			
	406-1 Incidents of discrimination and corrective actions taken	No material incidents have been notified during the reporting period.			
Freedom of association and collective bargaining					
GRI 407: Freedom of Association and Collective Bargaining 2016	3-3 Management of material topics	Swarovski implements social dialogue to enable employee engagement with management. We do not engage in any activities to restrict freedom of association across our value chain. At most of our sites, we have an independent workers' council. See disclosure GRI 2-30 – Collective bargaining agreements.			
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		407-1-a 407-1-b	Not applicable	No supplier or country of operation has presented areas of risk for rights to freedom of association and collective bargaining.
Child labor					
GRI 408: Child Labor 2016	3-3 Management of material topics	See Focus Area: Human Rights page 19 The Story of Our Crystals: Source page 24 .			
	408-1 Operations and suppliers at significant risk for incidents of child labor	See The Story of Our Crystals: Source page 24 .			
Forced or compulsory labor					
GRI 409: Forced or Compulsory Labor 2016	3-3 Management of material topics	See Focus area: Human Rights page 19 , The Story of Our Crystals: Source page 24 .			
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	See The Story of Our Crystals: Source page 24 .			
Local communities					
GRI 413: Local Communities 2016	3-3 Management of material topics	See The Swarovski Foundation page 11 .			
	413-1 Operations with local community engagement, impact assessments, and development programs	See The Swarovski Foundation page 11 .			

GRI standard	Disclosure	Detail and/or location	Omissions		
			Requirement(s) Omitted	Reason	Explanation
	413-2 Operations with significant actual and potential negative impacts on local communities		413-2-a	Not applicable	None of Swarovski's operations have significant actual or potential negative impacts on local communities.
Supplier social assessment					
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	See Focus Area: Human Rights page 19 , The Story of Our Crystals: Source page 24 .			
	414-1 New suppliers that were screened using social criteria	Our new suppliers are assessed for country and material risks and are required to accept our Supplier Code of Conduct. High-risk suppliers undergo onsite audits. Swarovski engages with suppliers in all cases of critical breaches to remediate or disengage. More information: supplier.swarovski.com/home/sustainability/responsible-sourcing	414-1-a	Information unavailable/incomplete	We are working to improve this disclosure in the subsequent reports.
	414-2 Negative social impacts in the supply chain and actions taken	See Focus Area: Human Rights page 19 , The Story of Our Crystals: Source page 24 .			
Marketing and labeling					
GRI 417: Marketing and Labeling 2016	3-3 Management of material topics	Swarovski includes product information and labeling in accordance with local regulations in the countries of operation.			
	417-1 Requirements for product and service information and labeling	The Quality department continuously monitors content and substances with potential impacts on the environment and people and investigates any reported concerns.			
	417-2 Incidents of non-compliance concerning product and service information and labeling		417-2-a 417-2-b	Information unavailable/incomplete	We are working to improve this disclosure with further useful information in the near future.
	417-3 Incidents of non-compliance concerning marketing communications		417-3-a 417-3-b	Information unavailable/incomplete	We are working to improve this disclosure with further useful information in the near future.

Performance Data

As mentioned in GRI 2-5, some KPIs were subject to limited assurance by EY. They are indicated in the tables below by a tickmark (✓). Assurance statement is included on page 65.

GRI 2-7: Total Swarovski Crystal Business Employees (headcount = HC) by Gender ¹⁹						
Indicator	Measure	2023 ✓	2022	2021	2020	2019
Part Time (Total*)	HC	4,525	4,449	3,997	3,994	5,803
Female	HC	3,885	3,861	3,508	3,493	5,125
Male	HC	593	570	486	499	677
Undisclosed	HC	47	18	3	2	1
Full Time (Total*)	HC	14,386	15,873	16,517	16,859	21,497
Female	HC	10,668	11,808	12,300	12,220	15,655
Male	HC	3,710	4,060	4,212	4,637	5,842
Undisclosed	HC	8	5	5	2	0
Contingent Workers (Total*)	HC	847	779	735	504	1,137
Female	HC	489	468	469	285	752
Male	HC	63	69	75	66	167
Undisclosed	HC	295	242	191	153	218
HC Overall (Total*)	HC	18,911	20,322	20,514	20,853	27,300
Female	HC	14,553	15,669	15,808	15,721	20,780
Male	HC	4,303	4,630	4,698	5,128	6,519
Undisclosed	HC	55	23	8	4	1
% Female	%	77%	77%	77%	75%	76%
% Male	%	23%	23%	23%	25%	24%
Headcount Overall & Contingent Workers (Total*)	HC	19,758	21,101	21,249	21,357	28,437

¹⁹See GRI 2-7 in the content index table

GRI 2-7: Total Swarovski Crystal Business Employees HC by Region				
Indicator	Measure	2023 ✓	2022	2021
Part Time (Total)	HC	4,525	4,449	3,997
Asia South	HC	614	675	576
Europe, Middle East & Africa	HC	2,631	2,519	2,384
Greater China	HC	13	8	-
LATAM	HC	8	3	-
North America	HC	1,259	1,244	1,037
Full Time (Total)	HC	14,386	15,873	16,517
Asia South	HC	7,534	8,232	8,485
Europe, Middle East & Africa	HC	4,440	5,024	5,203
Greater China	HC	1,055	1,244	1,473
LATAM	HC	598	619	589
North America	HC	759	754	767
Contingent Workers (Total)	HC	847	779	735
Asia South	HC	609	430	438
Europe, Middle East & Africa	HC	177	303	242
Greater China	HC	7	13	20
LATAM	HC	40	20	25
North America	HC	14	13	10
HC Overall (Total)	HC	18,911	20,322	20,514
Asia South	HC	8,148	8,907	9,061
Europe, Middle East & Africa	HC	7,071	7,543	7,587
Greater China	HC	1,068	1,252	1,473
LATAM	HC	606	622	589
North America	HC	2,018	1,998	1,804
% Asia South	%	43%	44%	44%
% Europe, Middle East & Africa	%	37%	37%	37%
% Greater China	%	6%	6%	7%
% LATAM	%	3%	3%	3%
% North America	%	11%	10%	9%
HC Overall & Contingent Workers (Total)	HC	19,758	21,101	21,249

GRI 2-7 & 405-1: Women Representation in Leadership Team ²⁰						
Indicator	Measure	2023 ✓	2022	2021	2020	2019
	%	39%	36%	37%	37%	38%
Female	HC	162	166	188	215	255
Male	HC	252	298	323	361	412
Total	HC	414	464	511	576	667

²⁰Leadership Team = Senior and Top Management roles

GRI 2-7 & 405-1: Gender Split by Management Level					
	Measure	2023 ✓		2022	
		Men	Women	Men	Women
Top Management	HC	18	8	18	7
Senior Management	HC	234	154	280	159
Management	HC	776	1,010	849	1,040
Total by Level	HC	1,028	1,172	1,147	1,206
Total Men & Women combined	HC	2,200		2,353	
% Split	%	47%	53%	49%	51%

GRI 404-1: Employee Training ²¹			
Indicator	Measure	2023	2022
Number of Employees with Learning Activity	#	14,305	12,052
Female	#	11,267	9,358
Male	#	3,038	2,694
Number of Completed Courses	#	537,289	445,051
Female	#	466,294	397,607
Male	#	70,995	47,444
Average Number of Completed Courses	#	38	37
Female	#	41	42
Male	#	23	18

²¹See GRI 404 in the content index table. In 2023, we observed increased number of employees with learning activities and more courses completed.

GRI 405-1: Diversity of Governance Bodies and Employees						
Indicator	Measure	2023 ✓	2022	2021	2020	2019
Employees	HC	16,710	17,968	18,054	18,116	24,178
Female	HC	13,381	14,463	14,560	14,338	19,187
Male	HC	3,275	3,483	3,487	3,778	4,991
Undisclosed	HC	54	22	7	-	-
% Female	%	80%	81%	81%	79%	79%
% Male	%	20%	19%	19%	21%	21%
Management	HC	1,787	1,890	1,949	2,161	2,455
Female	HC	1,010	1,040	1,060	1,170	1,339
Male	HC	776	849	888	991	1,116
Undisclosed	HC	1	1	1	-	-
% Female	%	57%	55%	54%	54%	55%
% Male	%	43%	45%	46%	46%	45%
Senior Management	HC	388	439	487	546	628
Female	HC	154	159	181	206	246
Male	HC	234	280	306	340	382
Undisclosed	HC	-	-	-	-	-
% Female	%	40%	36%	37%	38%	39%
% Male	%	60%	64%	63%	62%	61%
Top Management	HC	26	25	24	30	39
Female	HC	8	7	7	9	9
Male	HC	18	18	17	21	30
Undisclosed	HC	-	-	-	-	-
% Female	%	31%	28%	29%	30%	23%
% Male	%	69%	72%	71%	70%	77%
Board of Directors	HC	8	8	8	-	-
Female	HC	2	2	2	-	-
Male	HC	6	6	6	-	-
Undisclosed	HC	-	-	-	-	-
% Female	%	25%	25%	25%	-	-
% Male	%	75%	75%	75%	-	-

GRI 405-1: Total Swarovski Crystal Business Employees HC by Age				
Indicator	Measure	2023 ✓	2022	2021
Employees	HC	16,710	17,968	18,054
Under 30 years old	HC	6,313	7,067	7,220
30–50 years old	HC	8,802	9,241	9,228
Over 50 years old	HC	1,595	1,660	1,606
% Under 30 years old	%	38%	39%	40%
% 30–50 years old	%	53%	51%	51%
% Over 50 years old	%	10%	10%	9%
Management	HC	1,787	1,890	1,949
Under 30 years old	HC	71	68	87
30–50 years old	HC	1,371	1,482	1,510
Over 50 years old	HC	345	340	352
% Under 30 years old	%	4%	4%	4%
% 30–50 years old	%	77%	78%	77%
% Over 50 years old	%	19%	18%	18%
Senior Management	HC	388	439	487
Under 30 years old	HC	-	2	3
30–50 years old	HC	261	299	339
Over 50 years old	HC	127	138	145
% Under 30 years old	%	0%	46%	1%
% 30–50 years old	%	67%	69%	70%
% Over 50 years old	%	33%	32%	30%
Top Management	HC	26	25	24
Under 30 years old	HC	-	-	-
30–50 years old	HC	13	12	10
Over 50 years old	HC	13	13	14
% Under 30 years old	%	0%	0%	0%
% 30–50 years old	%	50%	48%	42%
% Over 50 years old	%	50%	52%	58%
Board of Directors	HC	-	8	8
Under 30 years old	HC	-	-	-
30–50 years old	HC	2	2	2
Over 50 years old	HC	6	6	6
% Under 30 years old	%	-	0%	0%
% 30–50 years old	%	25%	25%	25%
% Over 50 years old	%	75%	75%	75%

GRI 302-1: Energy Consumption Within the Organization ²²							
	Indicator	Measure	2023 ✓	2022	2021	2020	2019
Electricity purchase	Electricity purchase	mWh	94,085	87,417	79,132	76,475	106,283
	Amount of Energy Attribute Certificates purchased	mWh	27,940	28,504	-	-	-
	Electricity purchase – renewable	mWh	65,906	59,144	28,088	23,748	41,923
	Electricity purchase – non-renewable	mWh	28,179	28,273	51,044	52,727	64,360
Self-generated electricity with renewables	Photovoltaic	mWh	2,096	1,696	1,445	1,204	1,650
	Hydropower	mWh	60,503	69,386	73,884	86,029	78,791
Fossil fuel purchase	Total fossil fuels consumption	mWh	175,042	189,454	222,297	215,536	236,473
District heating purchase	District heating consumption	mWh	1,830	2,192	1,561	938	1,210
	District heating – renewable	mWh	1,268	1,211	1,561	938	1,210
	District heating – non-renewable	mWh	563	981	-	-	-
Energy delivered & sold	Heating sold	mWh	33,112	35,473	38,993	36,097	34,540
	Electricity delivered & sold – renewable	mWh	30,249	30,039	38,124	49,741	23,339
	Total energy delivered & sold	mWh	63,361	65,512	77,117	85,838	57,879
Total energy consumption	Total energy renewable (consumption + self generated)	mWh	129,773	131,437	104,978	111,919	123,574
	Total energy non-renewable (consumption + self generated)	mWh	203,784	218,708	273,341	268,263	300,832
	Total energy (consumption + self generated)	mWh	333,556	350,144	378,319	380,182	424,406
	% share renewable total energy	%	39%	38%	28%	29%	29%
	Total energy consumption renewable (total energy - delivered/sold)	mWh	99,523	101,397	66,854	62,178	100,235
	Total energy consumption non-renewable (total energy - delivered/sold)	mWh	170,672	183,235	234,348	232,166	266,292
	Total energy consumption (total energy - delivered/sold)	mWh	270,195	284,632	301,202	294,344	366,527
	% share renewable total energy consumption	%	37%	36%	22%	21%	27%

²²We do not purchase or sell cooling or steam. Our calculations are based on invoices for production/office locations. For retail stores energy purchase calculations are estimated based on store size and an average consumption factor. Conversion of data submitted locally and consolidated globally is done in Enablon.

GRI 303: Water Disclosures 303-3 (Water Withdrawal) 303-4 (Water Discharge)							
	Indicator	Measure	2023	2022	2021	2020	2019
Water withdrawal	Groundwater	m ³	1,885,769	1,779,618	1,586,111	1,544,345	1,989,858
	Seawater / lakes	m ³	787	836	300	300	300
	Public water supply systems or other water utilities	m ³	508,958	562,379	466,975	433,783	579,953
	Rainwater collected	m ³	625	558	-	-	-
	Rivers	m ³	74,109	75,825	83,186	118,409	183,854
	Total water withdrawal volume	m ³	2,470,248	2,419,216	2,136,572	2,096,837	2,753,965
Water discharge	Surface water	m ³	490,606	451,508	394,333	385,091	1,202,767
	Company owned treatment facility	m ³	397,079	435,960	363,259	269,003	308,159
	Municipal or other public treatment facility	m ³	508,389	534,153	510,331	583,799	864,254
	Total volume of water discharge	m ³	1,919,575	1,940,282	1,267,923	1,237,893	2,375,180

GRI 303: Water Disclosures 303-3 (Water Withdrawal by Water Risk) (according to WRI and WWF)						
Indicator	Measure	2023	2022	2021	2020	2019
Low	m ³	2,011,212	1,905,547	1,713,558	1,706,540	2,236,324
Low-medium	m ³	131,559	172,011	117,009	115,333	168,507
Medium-high	m ³	981	1,045	484	-	-
High	m ³	300,517	314,840	275,128	252,424	328,064
Extremely high	m ³	25,979	25,773	30,393	22,540	21,070
% low and low-med	%	87%	86%	86%	87%	87%

GRI 305: Emissions Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) – Market Based ²³						
Indicator	Measure	2023 ✓	2022	2021	2020	2019
Total Scope 1 CO ₂ e	tCO ₂ e	35,825	39,472	45,288	43,970	48,558
Scope 2 CO ₂ e (market-based)	tCO ₂ e	15,594	17,629	34,179	33,057	41,566
Total Scope 3	tCO ₂ e	260,483	292,346	283,323	254,155	382,744
Total GHG emissions (market-based)	tCO ₂ e	311,902	349,448	362,790	331,182	472,868

²³Swarovski CO₂ emissions inventory follows the GHG Protocol Corporate Standard, SBTi guidelines, RE100. We do not exclude CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃ from our Scope 1–3 calculations. Biogenic emissions are not applicable for our operations. Our main emission factor databases: GHG Protocol 2017 for fossil fuels, IEA 2022 for location-based emissions, Base Carbone for refrigerants, Ecoinvent for LCAs, DEFRA/Treeze/IEA for Scope 3 category 3, Quantis Suite for spend-based calculations. Our approach is based on equity share consolidation. We selected 2019 as our base year as the latest year not impacted by COVID.

See [GRI 2-4](#) in the content index table

Scope 1 and 2 emissions reduced through increased shared of renewable electricity and reduced consumption of fossil fuel at our production sites (energy efficiency, transitioning away from fuel oil, increased photovoltaic rooftop capacity, as well as reduced production) and retail improving energy mix. Scope 3 emissions reduction achieved through switching to recycled gold, reduced transportation, maximised seafreight, less outsourcing and production in-house with renewable energy.

GRI 305: Emissions Disclosures 305-1 (Scope 1), 305-2 (Scope 2) and 305-3 (Scope 3) - Location Based ²³						
Indicator	Measure	2023 ✓	2022	2021	2020	2019
Total Scope 1 CO ₂ e	tCO ₂ e	35,825	39,472	45,288	43,970	48,558
Scope 2 CO ₂ e (location-based)	tCO ₂ e	34,368	34,721	33,019	31,851	40,878
Total Scope 3	tCO ₂ e	260,483	292,346	283,323	254,155	382,744
Total GHG emissions (location-based)	tCO ₂ e	330,677	366,539	361,630	329,977	472,179

GRI 305-5 Reduction of GHG Emissions (Carbon Credits)						
Indicator	Measure	2023	2022	2021	2020	2019
Carbon removal offsets (purchased)	tCO ₂ e	25	25	-	-	-
Carbon avoidance offsets (purchased)	tCO ₂ e	16,866	8,082	-	-	-

GRI 306: Waste Disclosures 306-3 (Waste Generated), 306-4 (Waste Diverted from Disposal) and 306-5 (Waste Directed to Disposal) ²⁴							
	Indicator	Measure	2023 ✓	2022	2021	2020	2019
Hazardous waste	Incineration - with energy recovery	Mt	340	346	224	87	485
	Incineration - without energy recovery	Mt	162	146	125	253	184
	Landfill	Mt	5,462	6,212	5,577	5,222	8,434
	Recycling	Mt	445	491	372	742	963
	Reuse	Mt	1	0	5	2	5
	Other	Mt	79	70	47	51	111
	Total Hazardous waste	Mt	6,488	7,265	6,351	6,358	10,182
Non-Hazardous waste	Incineration - with energy recovery	Mt	401	564	15	242	642
	Incineration - without energy recovery	Mt	115	283	541	434	704
	Landfill	Mt	1,062	2,318	3,429	3,277	4,068
	Septic tank waste	Mt	1,469	1,488	658	722	726
	Composting	Mt	441	573	510	733	1,144
	Recycling	Mt	4,391	3,796	2,950	2,719	4,291
	Reuse	Mt	6	4	8	13	41
	Other	Mt	426	486	742	490	851
Total Non-Hazardous waste	Mt	8,310	9,512	8,853	8,630	12,467	
Total waste	Total waste volume	Mt	14,798	16,778	15,204	14,988	22,649
Waste ratios	Recycling ratio	%	36%	29%	25%	28%	28%
	Landfill-free ratio	%	56%	49%	41%	43%	45%

²⁴Waste generation data is collected locally and then validated and consolidated at global level. Waste diversion and disposal happen offsite, and related calculations are based on actual volumes and invoices.

GRI 408-1 & 409-1: Non-Compliance Table of Social Audit ²⁵		
Indicator	2023	2022
Health & safety	52% (222)	52% (157)
Working hours	18% (78)	21% (63)
Wages & benefits	15% (63)	14% (42)
Management system	7% (30)	4% (12)
General environment	5% (20)	4% (13)
Regular employment or general employment terms	1% (5)	4% (11)
Freedom of association & collective bargaining	1% (4)	0.35% (1)
Discrimination	0.5% (2)	0.35% (1)
Discipline & grievance mechanism	0.25% (1)	N/A
*Child labor	0.25% (1)	N/A
Forced labor	N/A	N/A
Total	426 non-conformances (91 audits)	300 non-conformances (77 audits)

²⁵Absence of child labor policy was identified for one new supplier. Yet no evidence of actual child labor was detected during the reporting period.

A Selection of Our Partners

We are proud members of several local, global and industry-specific membership groups working to advance the issues key to our business.

Our sustainability progress is made possible by the support and commitment of our closest collaborators. Here, we present a selection of our most important partners in 2023.



California Voluntary Carbon Market Disclosures Act

Swarovski provides this disclosure pursuant to the California Voluntary Carbon Market Disclosures Act (VCMDA).

Swarovski is committed to operating sustainably and addressing climate change through meaningful action. One of Swarovski’s top priorities and a key part of our strategy to address climate change is reducing greenhouse gas (GHG) emissions across our global operations and value chain, with the midterm goal to reach our science-based target commitments until 2030. To align with the Paris Agreement, we have set goals that are in line with the 1.5°C and well below 2°C trajectory.

VCMDA Section 44475.2 Disclosure

How Swarovski assesses its data

Our GHG roadmap focuses on three pillars: understanding our emissions; reducing our emissions; and supporting carbon removal/avoidance.

- **Understanding our emissions.** Swarovski takes a scientific, standardized approach to calculating its GHG emissions in accordance with the GHG Protocol. Swarovski uses the equity share approach when calculating our GHG footprint, in which we account for 100% of the GHG emissions over which we have operational control.

- **Reducing our emissions.** In 2023, Swarovski reduced its operational emissions (i.e., our Scope 1 and Scope 2 emissions) by 43% from a 2019 baseline, primarily by supplying five out of six production locations with 100% renewable electricity, volume reduction and energy efficiency measures.
- **Supporting carbon removal/avoidance.** We support the removal of 16891 tons of CO₂ through high-quality carbon removal/avoidance projects.

How Swarovski measures interim progress toward our 2030 goal.

To be in line with a 1.5°C/WB2C scenario across our value chain in 2030 (i.e., our Scope 3 emissions), we have set a science-aligned emissions reduction target with the Science Based Targets initiative and have roadmapped our strategy to systematically transform the way we do business.

Our approach includes prioritizing efficiency and circularity in our business decisions and embracing low-carbon technology to operate with a lower emissions footprint. We disclose our GHG emissions annually and report on all relevant Scope 3 emissions defined by the GHG Protocol. We will continue reporting and updating our emissions boundaries.

Limited Assurance of Swarovski’s data.

Swarovski’s GHG emissions data and methodologies underwent a Limited Assurance by Ernst & Young for the reporting period 2023 (and previously 2021). This process will henceforth be completed annually to ensure that only the most accurate and up-to-date data is publicly reported.

VCMDA Section 44475.1 Disclosure

Swarovski is committed to identifying carbon removal projects that follow the highest environmental and social standards and that reflect our responsibility to ensure positive local impacts. We ensure that our projects, at a minimum, demonstrate additionality; are designed and monitored for durable carbon storage; support local livelihoods to enable climate justice and equity; benefit the environment by supporting biodiversity, habitat, or water resources; are quantified using existing standards and verified by a third party; and do not create adverse impacts elsewhere. Below is a list with details regarding Swarovski’s carbon removal/avoidance projects in scope of the VCMDA.

Project Name	Business Entity selling the offset	Applicable Registry	Project ID Nr.	Offset project type	Verification
Climeworks	Climeworks	-	-	Removal	-
Cat Hiep Solar Power Project	South Pole	VCS	1965	Solar; Avoidance	Used for carbon neutral claims on outbound delivery, Lab Grown Diamonds and Cubic Zirconia
Southern Cardamom REDD+ Project	South Pole	VCS-CCBS	1748	Forest Conservation; Avoidance/Removal	

EY Assurance Statement

To the Board of Directors of
Swarovski International Holding AG, Männedorf
Zurich, 17 May 2024

Independent Assurance Report on selected non-financial information in the Annual Report 2023

We have been engaged to perform a limited assurance engagement (the engagement) on selected non-financial information disclosed in Swarovski International Holding AG’s (the Company’s) Sustainability Report 2023 (the report) for the reporting period from 1 January 2023 to 31 December 2023.

The KPIs in scope of the limited assurance (the KPIs) are marked with a “✓” in the Sustainability Report 2023.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the report, and accordingly, we do not express a conclusion on this information.

Applicable criteria

The Company defined as applicable criteria (applicable criteria):

- Global Reporting Initiative Sustainability Reporting Standards (GRI Standards).

A summary of the standards is presented on the GRI homepage. We believe that these criteria are a suitable basis for our limited assurance engagement.

Responsibility of the Board of Directors

The Board of Directors is responsible for the selection of the applicable criteria and for the preparation and presentation, in all material respects, of the disclosed KPIs in accordance with the applicable criteria. This responsibility includes the design, implementation and maintenance of internal controls relevant to the preparation of the KPIs that are free from material misstatement, whether due to fraud or error.

Independence and quality control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our responsibility

Our responsibility is to express a conclusion on the above mentioned KPIs based on the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the KPIs in the report are free from material misstatement, whether due to fraud or error.

Summary of work performed

Based on risk and materiality considerations we have undertaken procedures to obtain sufficient evidence. The procedures selected depend on the practitioner’s judgment. This includes the assessment of the risks of material misstatements in the above mentioned KPIs. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in scope than, for a reasonable assurance

engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

The Greenhouse Gas (GHG) quantification process is subject to scientific uncertainty, which arises because of incomplete scientific knowledge about the measurement of GHGs. Additionally, GHG procedures are subject to estimation (or measurement) uncertainty resulting from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge.

EY Assurance Statement

Our limited assurance procedures included, amongst others, the following work:

- Assessment of the suitability of the underlying criteria and their consistent application
- Interviews with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management
- Interviews with key personnel to understand the sustainability reporting system during the reporting period, including the process for collecting, collating and reporting the KPIs
- Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the applicable criteria
- Analytical review procedures to support the reasonableness of the data
- Identifying and testing assumptions supporting calculations
- Testing, on a sample basis, underlying source information to check the accuracy of the data

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the KPIs for the reporting period from 1 January 2023 to 31 December 2023 have not been prepared, in all material respects, in accordance with the applicable criteria.

Ernst & Young Ltd

 **Simon Zogg**
(Qualified signature)

Executive in charge

 **Jasper Coppens**
(Qualified signature)

Manager



GET IN TOUCH

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