Our people play a vital role in our ongoing success. Our founder, Daniel Swarovski, had a keen understanding of the importance of caring for our employees and enhancing their knowledge and skills. Today, the health and safety of our employees continues to be our top priority. Further, our vision is to be a truly attractive employer and a top global learning organization. We strive to empower our people with equal learning and development opportunities, ensure they are happy at work and have the tools and resources they need to give of their best. In this way, we will take employees’ performance – and the performance of our business – to the next level.

We are taking action on fulfilling our vision in four principal ways: promoting strong leadership, supporting the development of a global skills curriculum, launching an online learning resource for employees, and creating opportunities for developmental mentoring.

EMPLOYEE HIGHLIGHTS

78%
Our employees continue to be proud to work for Swarovski (78%) and are motivated to go beyond their defined job responsibilities (75%).

WEPs
We signed the UN’s Women’s Empowerment Principles (WEPs) - which provide guidance to businesses on empowering women in the workplace, marketplace and community - in March 2014.

AS A LEARNING ORGANIZATION, WE TAKE OUR VALUES VERY SERIOUSLY AND STRIVE TO REFLECT THEM ACROSS ALL OUR LEARNING AND DEVELOPMENT ACTIVITIES, FROM DESIGNING INNOVATIVE TRAINING OPPORTUNITIES TO FOSTERING TEAM SPIRIT AND REWARDING PERFORMANCE.

Petronella Lockhart,
Vice President Global Learning and Development, Swarovski
Promoting employee health and safety
We are committed to ensuring the health and safety of all our employees. Our comprehensive safety framework includes robust measures to prevent workplace incidents, together with rigorous workplace monitoring and assessments. We comply with health and safety regulations in the locations where we operate and employ safety specialists to optimize structural, chemical and mechanical safety. Importantly, we encourage our employees to play an active role in maintaining a healthy and safe work environment, including by delivering relevant training, and provide our production employees with protective clothing and equipment.

Taking motivation to new heights
As part of our commitment to being open and transparent with our employees, we conducted our second global employee survey1 in 2014. We shared the results with managers and all employees across the business to help drive progress and practical improvements.

Our employees continue to be proud to work for Swarovski (78%) and are motivated to go beyond their defined job responsibilities (75%). Additionally, engagement levels – the extent to which employees are committed and willing to go the extra mile – have increased by 1% since our 2012 survey, and enablement – the extent to which employees feel supported and empowered to perform well in their job – has increased by 5% to 66%. These are both in line with global norms.

Forging a path to continuous learning
We established a global, centralized learning and development department in 2013, in order to cultivate a universal approach to providing employees with fair and compelling opportunities.

- Nurturing tomorrow’s leaders
We are forging a strong network of leaders across the business while helping our people to become more effective managers and leaders. In 2014, we re-launched our Leadership Academy, in partnership with Ashridge Business School. This entailed developing our leadership culture and creating comprehensive learning and development programs for participants, setting the tone for future generations of leaders at Swarovski. Some 40 of our senior leaders contributed their views, including members of the Executive Board, and 100 employees had begun learning journeys by the end of 2014, with 165 nominated for 2015. We plan to measure the impact of their learning within the business.

- Supporting our retail employees
Elsewhere, we have founded a Retail Academy to help employees throughout our Consumer Goods Business gain valuable skills and knowledge on sales, customer service, management and leadership. The Retail Academy will play an integral role in shaping one global, consistent voice and message for consumers. In particular, it will focus on enhancing customer experience in our stores and helping store managers to coach and lead their teams effectively. We created the concept and the curriculum – which includes 25 courses – in 2014, and some 18,000 users in diverse markets have taken part in our global pilot, completing 35,000 learning hours to date. Building on this effort, we plan to launch the program in 2016.

- Fostering a global learning culture
Our new e-learning initiative – Virtual Ashridge – empowers our employees to manage their personal development and gain valuable insights into business and management. Devised by Ashridge Business School, the initiative comprises a collection of online learning materials. It is available in 14 languages and spans 12 core subjects, from leadership and strategy to personal effectiveness, and is designed to cater for different learning styles. Any Swarovski employee can log in from home or remotely via a tablet or smartphone. Our employees made 7,500 visits to the site in its first ten months, reviewing 50,000 resources.

- Mentoring for success
Some 20 people in Männedorf took part in our mentoring pilot program, learning valuable insights that will help them to develop their careers, build trust in our leaders and spark fresh conversations with their teams. In 2015, we will bring the program to Asia Pacific, with 41 people across the region set to take part over the year. We will also begin another wave of mentoring in Europe, including a ‘Train the trainer’ event to help expand the initiative across the continent. We take a developmental, collaborative mentoring approach, with both the mentor and mentee sharing learning experiences and knowledge.
**Improving performance, pay and benefits**

At Swarovski, we aim to create a high performance culture in a sustainable way. This means providing employees with the right tools, environment, conditions and leadership for them to perform at their best. The more engaged our employees, the longer they stay with the company, contributing to our success and reducing staff turnover.

We adopted a more systematic approach to performance management in 2013, and established a direct link between performance and pay in 2014. Our managers receive comprehensive support in setting clear expectations, as well as coaching employees, and measuring and rewarding performance.

**Recognising the Swarovski Spirit**

Every year, we hold the Swarovski Spirit Awards to celebrate employees’ achievements in delivering our vision, living our values and adding sparkle to people’s everyday lives. We also recognize employees’ achievements in key areas including leadership, business growth and innovation. Hundreds of nominees make it through to the annual shortlist, which is shared with the Executive Board. In 2014, we received 500 nominations (2% of our employees) from every country and region, and recognized 15 employees with ‘Shooting star’ awards, presented by our Executive Board at a special ceremony in Austria.

**Celebrating diversity**

We are a diverse organization with a predominantly female workforce (70%), and strive to offer equal opportunities to all employees, regardless of gender, race, age or social background.

We signed the UN’s Women’s Empowerment Principles (WEPs) – which provide guidance to businesses on empowering women in the workplace, marketplace and community – in March 2014. In the workplace, our equal opportunities programs support women in progressing to management positions and encompasses further initiatives such as breast-feeding areas, cervical cancer screening, pregnancy lectures and post-pregnancy adaptation. We continuously seek to improve these schemes to respond more effectively to employees’ needs. Within the community and broader marketplace, we have taken multiple steps to empower women in 2013-14. For example, we have raised awareness of campaigns such as Girl Rising (a campaign to give more girls access to education) and invited female employees to support the Swarovski Foundation’s partnership with global charity Women for Women International. Elsewhere, we have sponsored the annual Trust Women Conference, which unites businesses, legal professionals and human rights pioneers to promote women’s rights.

In 2013–14, we increased the proportion of female Executive Vice Presidents (EVPs) at Swarovski with the appointments of two new female EVPs. We also promoted a senior female employee to the position of Managing Director at Swarovski France. Some 30% of Managing Directors across our European region are female.
TOTAL EMPLOYEES BY GENDER

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Gathered momentum

Looking to the future, we will develop a new recruitment framework, through which we aim to enhance the ‘candidate experience’, thereby enhancing our reputation as an attractive employer. We also hired a global inclusion and diversity manager in 2015 to cultivate a more focused, strategic approach to diversity and inclusion, and expand our WEP efforts.

We will develop a centralized employee management system to further improve transparency of our workforce. Additionally, we will continue to tailor learning programs to suit different generations and learning styles, including by expanding our e-learning portfolio and researching the potential of learning apps and gamification. Towards the end of 2015, we will launch a new Marketing Academy to support our sales, marketing and communications colleagues. Through our ‘Women in leadership’ project, we will seek to support more women in taking on senior roles.

Above all, we will focus on improving and maintaining our inclusive culture, and helping all our employees to thrive.

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1 The 2014 Swarovski Employee Survey was conducted in line with Hay Group’s methodology. The results were compared with data from 400 companies worldwide and 5.7m employees.

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DIVERSITY MALE/FEMALE 2014

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DIVERSITY MALE/FEMALE 2013

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Based on data from Männedorf, Plattsburgh, Triesen, Wattens, Bangplee, Marigot Ayutthaya, Marigot Bangpoo, and since 2013/14 Pune and Vietnam.