

The diamond industry is *changing*.

Consumer behaviour is shifting, culture is moving faster, and the way people discover, desire and buy luxury is changing with it. For diamonds, that creates a significant opportunity now is the time to act on it.

Over the past six months, we have listened to producers, retailers, brands, creatives and consumers and challenged ourselves on where this organisation can make the greatest difference.

The answer is clear: create desire and turn it into demand.

That means connecting diamonds more powerfully to culture, protecting trust and integrity, bringing the industry together and investing in work that drives category growth and sales.

Our vision is a world captivated by the wonder of diamonds. Our ambition is to put diamonds back at the centre of culture and drive demand for the category.

Our strategy has three priorities:

Unite - bring producers, retailers, brands, designers and new voices together around shared priorities for growth.

Protect - strengthen consumer confidence through clarity, transparency and facts; challenge misinformation; and clearly differentiate diamonds from synthetic diamonds.

Inspire - create desire through culture, creativity and globally connected storytelling, with a clear path to consideration and purchase.

We will move from individual campaigns to a connected, long-term approach; from representation to collective action; and from measuring activity to measuring desire, demand and commercial impact.

It also means changing how we present ourselves. For too long, we have played defence - allowing the original to be defined by a qualifier, when in truth there is no worthy comparison.

Diamonds are the original. They do not need a qualifier.

That is why the Natural Diamond Council is becoming The Diamond Collective – a more confident, consumer-first expression of our renewed purpose and a more ambitious way of working. It is a platform for the wider industry to act as one, bring in fresh voices and perspectives, and create the conditions for desire to grow.

Our North Star is simple: More people choosing natural diamonds. More often.

The strategy that follows turns that ambition into action, setting out the programmes we are now putting in motion across culture and consumer demand, retail, trust and differentiation, advocacy, AI and digital discovery, partnerships and industry alignment. Each has clear objectives and measures of impact. Together, they give us a more connected approach to growing the category and a clearer way to understand what is working.

But we cannot do this alone.

We want you to work with us. Challenge us. Share your ideas, expertise and perspective. Support the programmes you believe in and help shape what comes next.

The Diamond Collective must live up to its name; shaped by people across our industry who believe in the wonder and future of diamonds and who want to help build it. There is a lot to do, and a lot of opportunity ahead.

Let's build desire, drive demand and grow the category, together.

Amber Pepper
CEO, The Diamond Collective



TheDiamondCollective^{}

「A Shared Ambition for the *Future of Diamonds*」

SEPTEMBER 2026

Executive *Summary*

The diamond industry is a strong global economic driver, creating significant economic value across some of the world's largest consumer markets and development impact across producer nations. Its continued growth matters to businesses, communities and economies around the world.

Its long-term success depends on how effectively we build and sustain consumer desire, protect against misinformation and unite behind a shared ambition for the category's future.

Our focus must be relentless, and it all starts with the consumer.

To better serve the industry, we must better serve the consumer, putting them at the heart of everything we do. The Diamond Collective is built for that shift: a more connected, consumer-first approach that brings the industry together and places diamonds more powerfully in culture.

Our strategy has three priorities:

INSPIRE consumer desire for natural diamonds; **PROTECT** their integrity and consumer confidence; and **UNITE** the industry behind shared priorities and collective action.

The change you will see:

More focus on building desire for natural diamonds, alongside protecting confidence in the category.

From individual campaigns to a more connected, long-term approach, with clearer priorities and measures of impact.

From a solely producer-funded marketing body to an industry-wide collective, open to more of the value chain.

In practice, this will mean greater industry alignment, stronger producer-nation partnerships, clearer differentiation and protection of the category, and deeper connections to culture and creativity. Success will be measured by consumer desire for natural diamonds, alongside market and commercial indicators of demand.

This strategy positions The Diamond Collective as an engine for growth for retailers, brands and creatives, and a centre of excellence for marketing the category. This document sets out the programmes we are now putting in motion and how we will measure their impact.



Inclusive



Evidence-led



Action
focused

TheDiamondCollective¹

Our Renewed Purpose

We unite, protect
and inspire.

We will unite the industry behind common goals, identity and stories. We will protect the reputation & standards of natural Diamonds. We will inspire consumer desire for natural diamonds year on year, for generation after generation.



Our Vision

A world captivated
by the *wonder*
of *Diamonds*.

A world where the wonder of
Diamonds is understood,
celebrated and desired by
people everywhere.



Our Mission

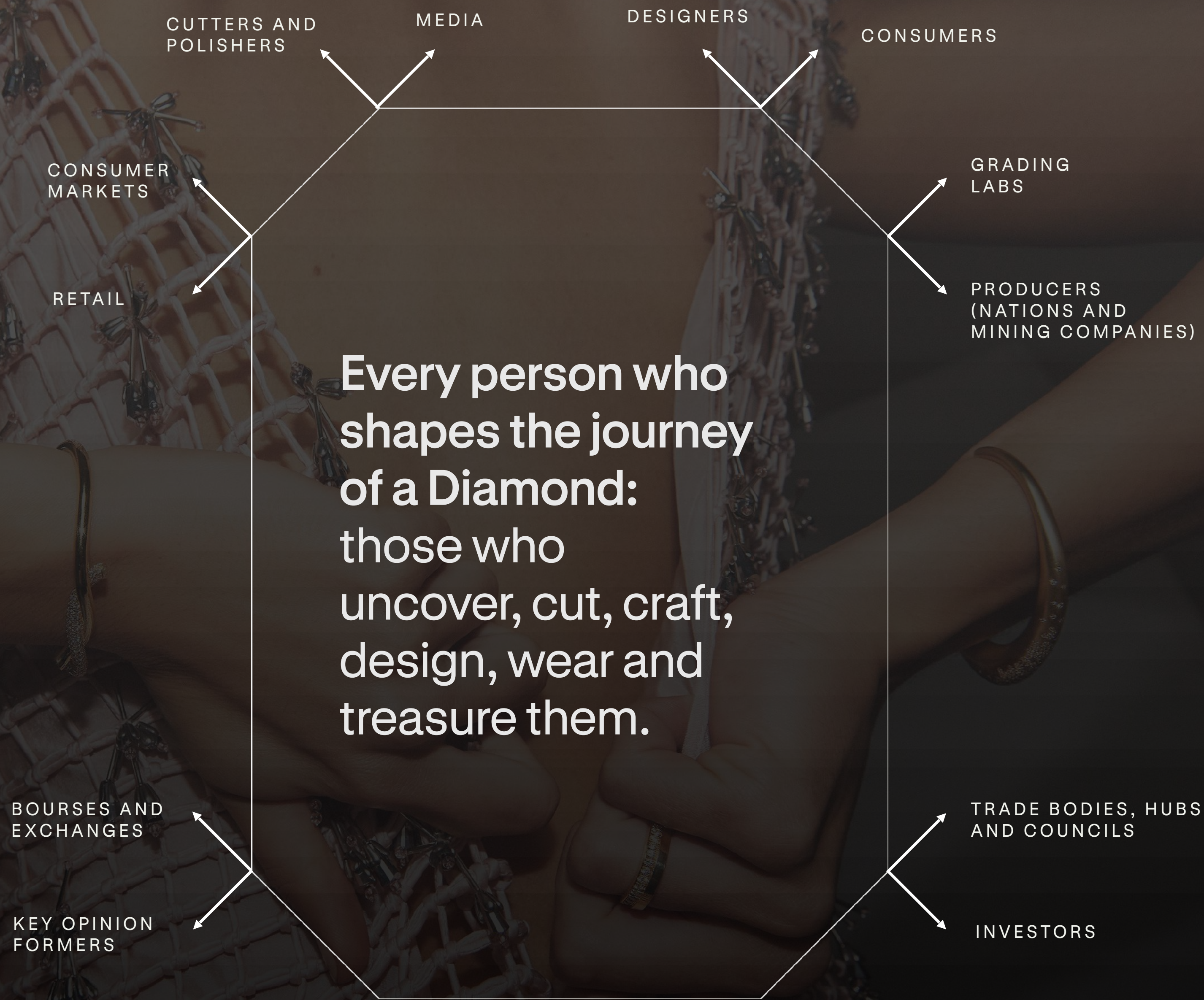
To ensure Diamonds remain
one of humanity's most desired
and meaningful symbols
for generations to come.

Because being in the presence of
something extraordinary changes
how we see ourselves and the world
around us.

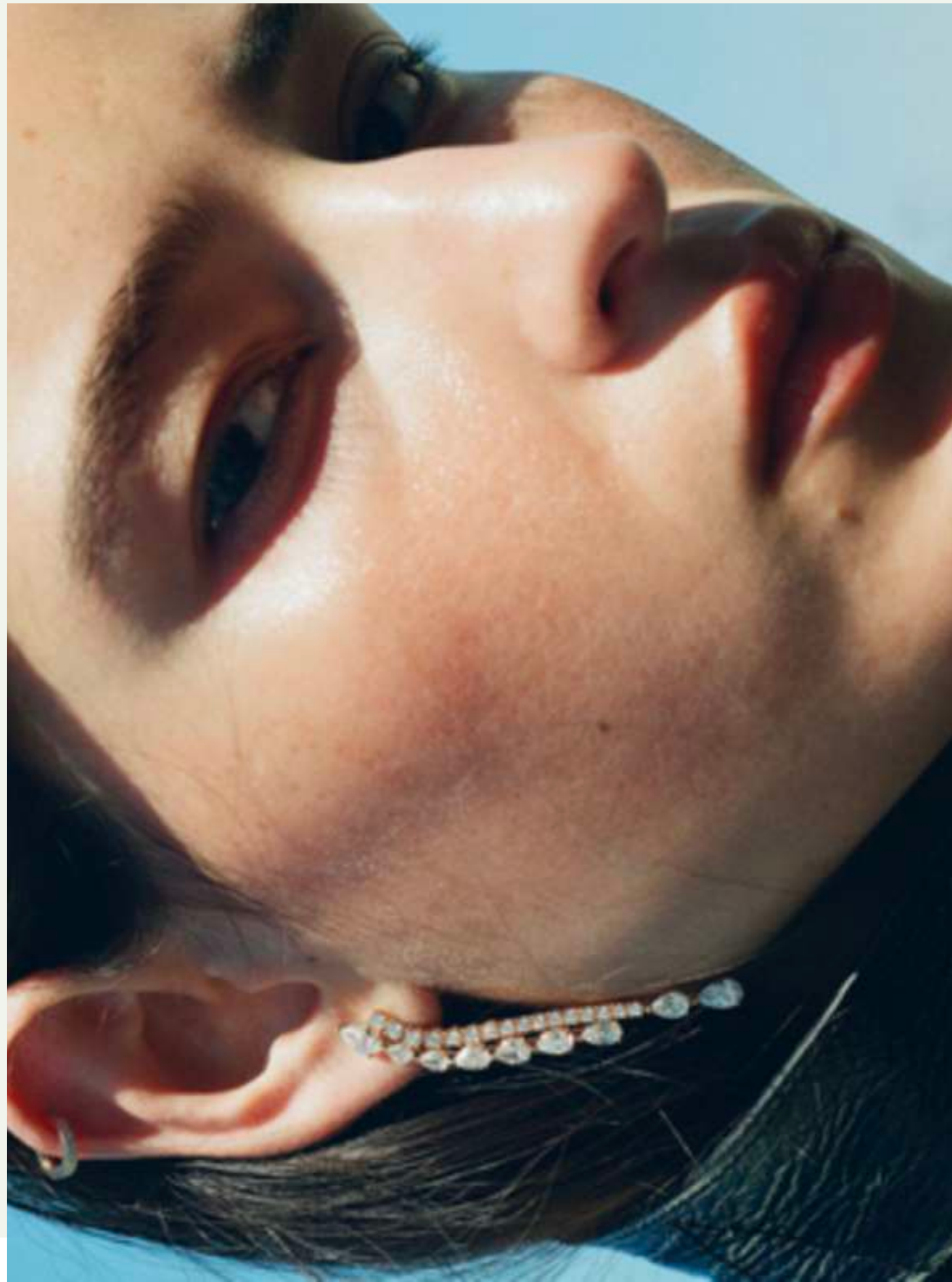


Who We Serve

We are inclusive.
We are a trusted authority and a voice for the entire industry, operating as one connected system.



Our Principles



01

Collective By Design

From individual effort to collective impact

Bring together the right voices, expertise and influence to achieve more for the category.

02

Consumer First

From instinct to insight

Start with the people who will determine the future of diamonds and work back from what will move them.

03

Ruthlessly Focused

From activity to impact

Do fewer things, better, concentrating our investment where it can make the greatest difference.

04

Globally Led, Culturally Relevant

From fragmentation to alignment

One global direction, expressed with relevance across markets, audiences and cultures.

05

Culture Over Campaigns

From interruption to participation

Build sustained cultural relevance and conversation rather than relying on isolated campaign moments.

06

Measure What Matters

From outputs to outcomes

Judge success by what changes: in consumer desire, behaviour and ultimately demand, not simply by what we produce.

Our Strategy *in Action*

WE HAVE A CLEAR FOCUS:

〔Unite〕

Bring the global diamond industry together behind a shared vision for long-term category growth.

〔Protect〕

Protect the conditions in which desire can grow. Strengthen trust, understanding and differentiation, while addressing the narratives and information that can undermine confidence and desire.

〔Inspire〕

Build desire by putting diamonds at the heart of culture. Create contemporary relevance, meaning and aspiration through creativity, storytelling, influence and cultural participation.



「Unite」 the industry

Lasting growth depends on collective action across producers, manufacturers, retailers, governments and partners.

Our Role: Bring the global natural diamond industry together around the key drivers of category growth and change - helping align investment, expertise and action where they can have the greatest impact.

Together we will:

01 **EXPAND THE COLLECTIVE**

We are creating Global Steering Committees that will bring more voices from inside and outside the industry directly into our work, with clear mandates to guide priorities, challenge our thinking and drive collective action.

02 **PUT PRODUCER NATIONS AT THE HEART OF THE GLOBAL DIAMOND STORY**

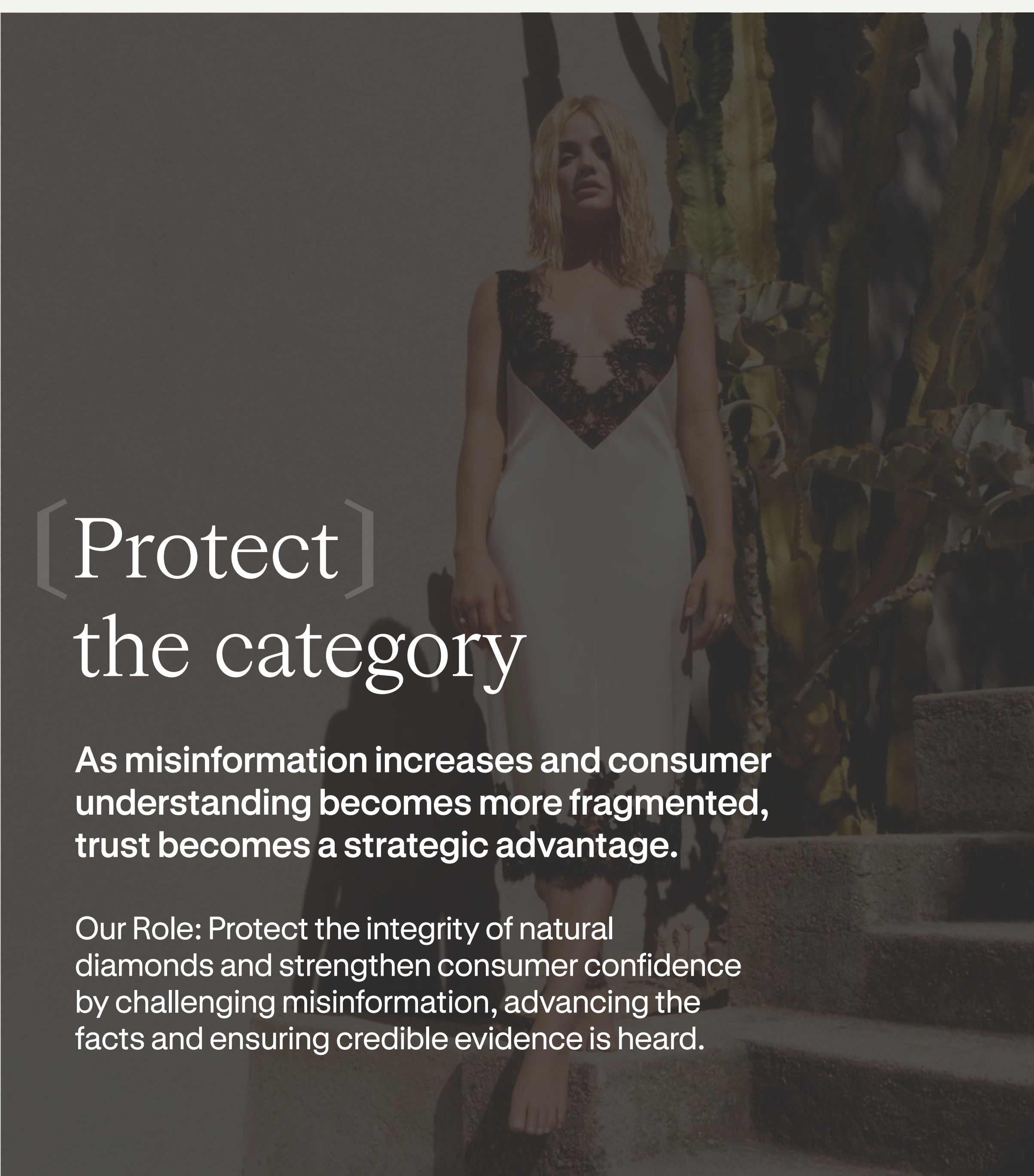
We are building deeper partnerships with producer nations to ensure their voices, impact and ambitions shape how the diamond category moves forward.

03 **BUILD A GLOBAL RETAIL GROWTH PLATFORM**

We are changing how we partner with retailers and brands globally, building a more connected, ambitious and commercially focused approach across partnerships, consumer experience and store-team engagement to drive category growth.

04 **PREPARE THE DIAMOND INDUSTRY FOR THE AI ERA**

We are developing a new model for how the diamond category understands and navigates AI discovery, bringing together insight, practical guidance, training and measurement to build capability as the landscape evolves.



Protect the category

As misinformation increases and consumer understanding becomes more fragmented, trust becomes a strategic advantage.

Our Role: Protect the integrity of natural diamonds and strengthen consumer confidence by challenging misinformation, advancing the facts and ensuring credible evidence is heard.

Together we will:

- 01 CREATE A UNIVERSAL TRUSTMARK FOR DIAMONDS**
We are creating a legally protected Trustmark that gives consumers a simple, visible way to recognise and trust a natural diamond, piloting with leading retailers ahead of a broader rollout.
- 02 DRIVE STRONGER GLOBAL CONSUMER PROTECTION**
We are pushing for clearer terminology, stronger regulation and meaningful enforcement so consumers know exactly what they are buying; prioritising action across the US, EU, France and India.
- 03 DEFEND THE CATEGORY FROM MISINFORMATION**
We are building an always-on global intelligence and response capability to identify misleading claims early and respond quickly across media, social, search and AI.
- 04 MAKE ORIGIN & PROVENANCE A POWERFUL DIFFERENTIATOR**
We will make it easier for consumers to understand where diamonds come from, bringing greater visibility to the countries, communities and people behind them across retail, digital and communications.
- 05 BECOME THE GLOBAL AUTHORITY ON DIAMOND INSIGHT**
We are strengthening our global insight capability, bringing together evidence, research and intelligence to become a trusted source of insight for the diamond industry.

A woman with dark hair pulled back is looking intently at a ring in a jewelry box. The box is open, and the word "wasaki" is visible on the inside of the lid. The background is dark and moody.

「Inspire」 through culture

The brands and categories that matter most today earn relevance by participating in culture, not interrupting it.

Our Role: Create desire for diamonds by putting them at the centre of culture.

Together we will:

- 01 PUT DIAMONDS IN THE HANDS OF THE WORLD'S GREATEST CREATIVES**
We are bringing in world-leading creative talent to reinterpret diamonds through major commissions and collaborations across art, design, fashion and culture.
- 02 FORGE NEW CONNECTIONS BETWEEN DIAMONDS & FASHION**
We are building sustained relationships with the designers, houses and institutions shaping global fashion and culture, with our first partnership launching in 2027.
- 03 BACK THE NEXT GENERATION OF DIAMOND TALENT**
A new global programme will bring together access, expertise, mentorship and industry connections to support exceptional emerging talent and create new opportunities across the worlds of creativity and diamonds.
- 04 MAKE WORLD DIAMOND DAY A GLOBAL CULTURAL MOMENT**
We are scaling World Diamond Day into a global moment that the entire diamond industry can rally behind and amplify, through cultural, media, retail and industry partnerships around the world.
- 05 CREATE NEW REASONS TO CHOOSE DIAMONDS**
We will expand the role diamonds play in people's lives, creating new reasons to choose them and new expressions of meaning beyond traditional milestones.

HOW WE WILL MEASURE SUCCESS

Measuring Impact From Desire to Demand

Combining a new measure of consumer desire with market and commercial data to build a more complete picture of category impact.

For the first time, we will build a consistent picture of desire for diamonds among Gen Z and Millennials across the US, India and China; understanding where it stands today, how it is changing and what shapes it.

Developed with global research partner Basis, the Diamond Desire Index will measure consideration, purchase intent, sentiment and recommendation, alongside the perceptions, priorities, behaviours and influences that shape desire for diamonds.

Together, this will show us what is driving desire and where the greatest opportunities and barriers lie, giving us the evidence to focus investment and our programmes where they can make the greatest difference.

Our success will be assessed against both consumer desire and category growth, using the Diamond Desire Index alongside external market and commercial data. We will establish the first baseline in Q4 2026 and report progress annually.

BASIS

TheDiamondCollective[®]

Our Strategy *in Summary*

VISION

A world captivated by the wonder of Diamonds.

MISSION

To ensure Diamonds remain one of humanity’s most desired and meaningful symbols for generations to come.

WHAT

We are the category marketing engine for Diamonds.

OUR STRATEGIC OBJECTIVE

Reclaim a Sense of Wonder: Reignite and maintain the consumer desire for Diamonds.

OUR VALUE PROPOSITION

We unite, protect & inspire.

We unite global consumers, industry partners, producer communities & cultural creators around the wonder of Diamonds. Through stories, style & culture, we grow demand & create lasting value across the entire category.

Our Ask of the industry

〔Unite〕

Unite as one
industry, trust and
collaborate with us

〔Protect〕

Protect our industry
by reporting
misinformation

〔Inspire〕

Inspire our audience
through culture-led
communications

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TheDiamondCollective

About Us



TheDiamondCollective⁽⁾

is a global, industry-funded organisation^{*} dedicated to the future of natural diamonds.

We bring together the people, stories and expertise behind diamonds to inspire desire, protect consumer confidence and unite the industry around a shared ambition: a world captivated by the wonder of diamonds.

^{*}The Diamond Collective operates under the legal entity Natural Diamond Council