

**tapestry**

**GENDER PAY  
EQUITY REPORT**

Published  
2025



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## OUR TAPESTRY

Our name, Tapestry, represents the diversity of our people and the diversity of our brands. Our global house of brands unites the magic of Coach, kate spade new york and Stuart Weitzman. Each of our brands are unique and independent, while sharing a commitment to innovation and authenticity defined by distinctive products and differentiated customer experiences across channels and geographies. Individually, our brands are iconic. Together, we can stretch what's possible. We use our collective strengths to move our customers and empower our communities, to make the fashion industry more sustainable, and to build a company that's equitable, inclusive, and diverse – where all our employees, customers and stakeholders thrive. To achieve this, we frame our work with our four strategic pillars.

**Talent** – we know that our people are our greatest asset, they reflect our global community. Our goal is to attract, retain and reward top diverse talent and enable them to thrive, personally and professionally.

**Culture** – inclusive culture manifests in behaviours and actions that shape the experience of our people. Through leadership development, education, and engagement programs we will empower people to express their distinctive strengths.

**Community** – building on the enduring legacy of service that already exists in our brands we will stretch what's possible to ensure we serve the communities that need it most through philanthropy, volunteer efforts and strategic partnerships.

**Marketplace** – our employees, customers, vendors, suppliers, and the investment community hold us to high standards, and we hold our vendors and suppliers to high standards. We want to develop solutions that set the standard for integrity and global citizenship through our platform of brands.

This report is about gender pay equity in France, encompassing our brands Coach, kate spade new york and Stuart Weitzman. While our legal entity is Coach Stores France SARL, we will refer to ourselves in this report by our company name which is Tapestry. For the report, we have utilised the 'women' and 'men' gender labels set out by the report's methodology however, we recognise that gender identity lies on a spectrum and is not beholden to these binary definitions.

Our goal is gender pay equity. We are not there yet but have made progress since the last report and will continue to take actions within the company to improve this.

## OUR PEOPLE

Tapestry Europe are proud of our majority female workforce.

Women make up 62% of our employee population in France with women holding 53% of our most senior positions (Director+) across Europe. Tapestry is led globally by a female CEO, Joanne Crevoiserat.

Both internally and externally, we have continued to make strides towards our Equity, Inclusion & Diversity (EI&D) and Social Impact commitments.

At kate spade new york, the Social Impact Council, a group of female leaders, experts and change-makers in the women's mental health space believe that a women's mental health is fundamental to achieving sustainable long-term empowerment, and that it should be prioritised in the global empowerment agenda. 2024 marked a milestone year for kate spade new york social impact, we achieved our goal of reaching over 100,000 women and girls with mental health and empowerment resources by 2025, overshooting our target by 20,000.

To support the kate spade new yorks Social Impact Council's global celebration of International Women's Day in the UK we partnered with 'The Lonely Girls Club', a local community helping women connect, make friends and make life less lonely. Our UK teams also supported the delivery of affirmation and floral workshops, and an 'In Conversation with' panel with UK Social Impact council member, Elisha London.

EmpowHer, Tapestry's Global Employee Business Resource Group (EBRG) supporting the Women of Tapestry continued to thrive in its second year. In 2024, the European chapter secured two Oxford Women's leadership development programme scholarships and underscored the EBRGs commitment to raising awareness around women's health hosting fireside chats covering topics including Breast Cancer, Perimenopause & Menopause and hormone balancing. The EmpowHer EBRG's work in Europe prioritising our Tapestry team's well-being was demonstrated through their partnership with 'Maven' the world's largest virtual clinic for women and families, offering all Tapestry employees and their partners 27/4 support on the path to parenthood and beyond.

The Coach Foundation's Dream It Real program has a mission to help break cycles of inequality by empowering the next generation to reach their full potential through higher education. The Foundation has committed to providing 5,000 scholarships to underrepresented young people around the world by 2025. To date Coach Europe have delivered 175 scholarships, and 850 young people have received the Dream It Real curriculum to support the realisation of their goals, dreams and potential.

Stuart Weitzman continued to collaborate with nonprofit Vital Voices Global Partnership to deliver the brand's Bold Movers Grants in 2024. Bold Movers grants are awarded to individuals working towards gender equity and advancing inclusive workplace initiatives for working mothers and caregivers. The recipients were each awarded a grant, on behalf of the Tapestry Foundation, to help further their respective projects focused on empowering working mothers and caregivers in their communities and beyond.

We believe all of these actions are helping to unlock the power of our people and communities.

# OUR FINDINGS

## PAY GAP BETWEEN WOMEN AND MEN

This indicator shows the remuneration difference between the average pay of women and men, when divided into age groups and socio-professional categories.

Pay Gap between Women and Men	Score
6.30%	33

## DIFFERENCE IN THE RATE OF INDIVIDUAL PAY INCREASES

This indicator examines all pay increases (not limited to promotions) given to individuals during the reference period.

Individual pay increases	Absolute difference	Score
Difference in rate	15.90%	35
Difference in number	3.50	

## PERCENTAGE OF EMPLOYEES WHO RETURNED FROM MATERNITY LEAVE AND RECEIVED A PAY INCREASE

This indicator shows the percentage of employees who returned from maternity leave during the reference period and received a pay increase upon return to the business.

Percentage returned and increased received	Score
100.0%	15

## NUMBER OF EMPLOYEES OF THE UNDER-REPRESENTED SEX AMONG THE TOP TEN PAID EMPLOYEES

This indicator simply examines the gender split in the top ten paid employees during the reference period, as dedicated by the payroll.

Gender split	Score
5/5	10

# OUR RESULT

## GENDER EQUITY SCORE

The overall score sums the score from the previously described indicators. In the event of an incalculable indicator, the maximum points available for that incalculable variable reduce the maximum score. Then the readjusted overall score is a proportion of the remaining maximum score available.

<b>OVERALL</b>	<b>Score</b>
EQUITY SCORE	93
MAXIMUM SCORE AVAILABLE	100
<b>PROPORTIONAL SCORE</b>	<b>93%</b>

We are pleased to see a further 10% increase since our previous report, keeping us above the threshold of gender equality as deemed by the decree. We recognise there is always room for improvement coupled with constant maintenance of gender pay equity. The latest result shows that we have continued to drive gender pay equity in France and make positive decisions around pay, hiring and career progression.

## IN CLOSING

At Tapestry, our people remain at the heart of everything we do and whilst there is still work to be done to achieve gender pay equity, I am proud of our progress to date and our ongoing commitment to our employees and their communities.

### Making Tapestry a Company of Choice

We continue to review ways of working and our employee's development and journey at Tapestry. We focused on improving our development planning tools to provide greater structure, transparency, and visibility for our workforce. We've hosted workshops and panels showcasing our talent and career journeys across the business and will continue to invest in activities that will support career conversations. In early 2023 we launched Speaker Series, a series of workshops and talks from external speakers, that aim to enhance development and unlock the power of our people to stretch what's possible. This year our EBRG's arranged for thought leaders to share their expertise on topics including 'Showing up authentically' and 'Owning your ambition', 'Navigating black stereotypes', and 'Support working Dads to improve wellbeing and gender equality' with Tapestry employees. We'll continue to drive these throughout the years and seek feedback from our employees on what topics are important to them.

### Wellbeing

Work-life balance continues to be a key priority in Europe as we navigate the ever-changing world of retail. In 2024 Tapestry Europe introduced 'Work from Anywhere' policy for our corporate employees for the month of August. This flexible work practice in addition to existing work-life balance policies including hybrid working, meeting-free Fridays and year-round Flex Fridays have created a better work-life balance and strengthened cross team interaction and collaboration. There are obvious performance benefits to in person collaboration, but it is also essential to build a more inclusive, open, and collaborative culture which is critical for us to continue to strengthen.

### Our People, Inclusivity & Social Impact

We uphold a culture that strives to celebrate difference and champion diversity. The EI&D team have been instrumental in driving forward our EI&D strategy, building community, providing resources and hosting events that bring our values to life locally. Our European community has learnt and celebrated numerous occasions from Lunar New Year to International Women's Day. Tapestry Europe's Prouder Together EBRG marched for the first time in both the London Pride Parada & Rome Pride Parade this year. I'm very proud of the culture and community fostered by our EBRG's in Europe this year, Prouder Together, Working Parents & Caregivers and EmpowHER.

Our teams are passionate about giving back to local communities and causes. In the spring we continued our tradition of hosting volunteer away days for our UK corporate and retail teams. This year we spent a day with Trees for Cities planting trees in Mile End Park, Tower Hamlets increasing the urban area's tree canopy cover, air quality, introducing new habitat for wildlife, and enhancing the green space for the local community to use. Tapestry UK teams also spent time with Refuge Network International to help fight hunger, homelessness, and food poverty in our local community. Tapestry volunteers distributed hot meals, toiletries, and clothing to the homeless, rough sleepers and refugees at the NGOs soup kitchen, as well as taking part in walking group outreach around central London to distribute survival packs to the homeless.

Stuart Weitzman team members from our artisanal shoemaking factories in Elda, Spain, volunteered to collect and donate pet supplies to local animal rights non-profit and shelter, Asociación Canina (ASCAN). ASCAN currently provides a safe haven for over 200 rescued animals, striving to find the animals permanent, loving homes.

Kate Spade continues to invest in On Purpose, the brand's social enterprise initiative that's on a mission to empower women and their communities in our very own supply chain. Every year, kate spade new york hosts an On Purpose Fundraiser, inviting Tapestry employees to raise money for the community of Masoro, Rwanda, where our On Purpose supplier is based. This year Europe's fundraiser activities raised over \$21,000 and included activities based around mental health and wellbeing, sustainability and community, including - craft workshops, raffles and silent auctions, mental health & wellbeing speaker events and Yoga.

I'm incredibly proud of all our teams and their dedication to bringing Tapestry's people-centric values to life.

A handwritten signature in black ink, appearing to read 'Matteo', with a long horizontal flourish extending to the right.

**Matteo De Bortoli Albricci SVP, General Manager, Tapestry Europe**



## APPENDIX

Decree No. 2019-15 as of January 2019 tasks companies to publish a score, indicating the measure of the gender pay gap between women and men, with the aim to reducing it and making pay equitable across the company.

The decree specifies the methodology used to calculate the score; further information is [available to read here](#).

The company must publish their score for the previous year by March 1<sup>st</sup>, on the company website, to the labour authorities and to the work council.

In the event of a score of less than 75/100, we are required to set up a corrective measures plan, to be implemented within the proceeding 3 years of the published report.

For this report: Coach Stores France SARL is the acting legal entity that encompasses our COACH, kate spade and Stuart Weitzman stores in this market.

### REPORTING INDICATORS

For companies with 50 to 250 employees

INDICATOR	POINTS AVAILABLE
Pay gap between women and men	40
Difference in the rate of individual pay increases between women and men	35
Percentage of employees who returned from maternity leave and benefited from a pay increase during the reference period	15
Number of employees of the under-represented sex among the ten employees who received the highest remuneration	10