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tapestry

**FRANCE - GENDER
PAY EQUITY REPORT**

Published
2026

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Reference period: 01/01/2025 to 31/12/2025

OUR TAPESTRY

As our name suggests, we believe in the intertwining of a broad mix of people who bring diverse perspectives, experiences and expertise, unleashing the power of innovation and self-expression in our products and experiences. Our global house of brands unites the magic of Coach and kate spade new york. Both 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 where all our employees, customers and stakeholders thrive.

How we deliver, we focus on:

Talent – we know that our people are our greatest asset, they reflect our global community. Our goal is to expand our aperture as wide as possible to acquire, retain and grow the best talent.

Culture – We cultivate a workplace culture where everyone can fully contribute and reach their potential by feeling included, that they belong and that they matter

Community –We amplify our brands and support the communities in which our employees live and work.

Marketplace – Growing our customer base in line with shifting market demographics and dynamics.

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 the UK, encompassing our brands Coach and kate spade new york. While our legal entity is Coach Stores Limited, 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 PEOPLE

Tapestry Europe is proud of our majority female workforce.

Women make up 63% of our employee population in France with women holding more than half of our most senior positions (Director+) across Europe. Tapestry is led globally by a female CEO, Joanne Crevoiserat, and our Kate Spade New York brand also has a female CEO, Eva Erdmann.

EmpowHer, one of our Employee Business Resource Groups (EBRG), continues to serve as a vital platform for all women, irrespective of their intersecting identities, to thrive and contribute to our collective achievements. We are especially proud that our EBRGs are accessible to all employees, fostering a culture of openness and inclusion. Over the past year, EmpowHer has organised a range of impactful events. These include engaging lunch and learn sessions for International Women's Day and collaborative efforts with other EBRGs to bring keynote speakers to life.

Regarding our social impact commitments to women, in March 2025, Tapestry joined the Baytree Centre, to deliver an International Women's Day leadership event for girls and young women aged 13+. The panel, attended by over 180 guests, featured senior leaders from all partner organisations, including a Tapestry representative. Through shared career stories and Q&A, participants explored leadership pathways and gained inspiration from women in industry. The event showcased the impact of partnership in raising aspirations and expanding opportunities for young women. In July 2025 we partnered with the Baytree Centre again on their work experience bootcamp week and held a half day career insight day for a group of young women from Baytree.

The Coach Foundation's Dream It Real program has a mission to create opportunities and remove barriers for the next generation of young people who have the courage to dream it real. The Foundation has committed to providing 10,000 college scholarships by 2030 to young people around the world. In 2025 the Coach Foundation relaunched its Dream It Real Program in the United Kingdom, providing scholarships and mentorships to 35 university students from low-socioeconomic backgrounds. Partnering with local non-profit, SEO (Sponsors for Educational Opportunity), 35 Tapestry employees signed up to mentor these students over six months, as well as volunteering for the first Dream Day in London.

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
3.00%	37

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	5.30%	35
Difference in number	1.30	

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
4/6	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.

OVERALL	Score
EQUITY SCORE	97
MAXIMUM SCORE AVAILABLE	100
PROPORTIONAL SCORE	97%

We are pleased to see a further 4% increase since our previous report, keeping us above the threshold of gender equality as deemed by the decree. 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.

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 1st, 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.

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

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 work to date and our ongoing commitment to our employees and their communities.

In order to continue making progress to analyse and close our gender pay gaps, we have invested in Sysarb; a pay equity platform that uses statistical analysis to identify, explain, and help address pay gaps across employee groups, which we have already begun to use from 2026 as we strive for equal pay for equal work.

Wellbeing

Work-life balance continues to be a key priority in Europe as we navigate the ever-changing world of retail. For the second year Tapestry Europe continued with '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.

Kate spade new york 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. The 2025 On Purpose Fundraiser raised a total of \$10,717.29. The 2025 fundraiser offered a rich programme of workshops, wellbeing experiences and community-focused activities designed to engage employees and raise funds for On Purpose. Together, these activities created a meaningful and engaging fundraiser, bringing teams together to support the On Purpose programme.

Social Impact

Our teams are passionate about giving back to local communities and causes. In April 2025, Tapestry volunteers supported a full-day corporate volunteering session at Mudchute Park & Farm, one of Europe's largest city farms and a vital community charity in East London. Further, for World Book Day in October 2025, a team of Tapestry volunteers spent the morning at a local primary school providing one-to-one reading support with children reinforcing Tapestry's ongoing commitment to supporting education in the local community.

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



Matteo De Bortoli Albricci SVP, General Manager, Tapestry Europe

Récapitulatif de la déclaration de l'index de l'égalité professionnelle femmes-hommes pour l'année 2026 au titre des données 2025

Informations déclarant

Nom Prénom
Adresse email

Informations entreprise/UES

Structure	Entreprise
Tranche effectifs	De 50 à 250 inclus
Raison sociale	COACH STORES FRANCE SARL
Siren	503133209
Code NAF	47.72B - Commerce de détail de maroquinerie et d'articles de voyage
Adresse	95 RUE LA BOETIE 75008 PARIS

Informations calcul et période de référence

Année au titre de laquelle les indicateurs sont calculés	2025
Date de fin de la période de référence	31/12/2025
Nombre de salariés pris en compte pour le calcul des indicateurs	80

Indicateur relatif à l'écart de rémunération

Modalité de calcul	Par catégorie socio-professionnelle
Résultat final en %	3
Population envers laquelle l'écart est favorable	Femmes
Nombre de points obtenus	37

Indicateur relatif à l'écart de taux d'augmentations individuelles

Résultat final en %	5.3
Résultat final en nombre équivalent de salariés	1.3
Population envers laquelle l'écart est favorable	Femmes
Nombre de points obtenus sur le résultat final en pourcentage	15
Nombre de points obtenus sur le résultat final en nombre de salariés	35
Nombre de points obtenus à l'indicateur	35

Récapitulatif de la déclaration de l'index de l'égalité professionnelle femmes-hommes pour l'année 2026 au titre des données 2025

Indicateur relatif au % de salariées ayant bénéficié d'une augmentation dans l'année suivant leur retour de congé maternité

Résultat final en %	100
Nombre de points obtenus	15

Indicateur relatif au nombre de salariés du sexe sous-représenté parmi les 10 salariés ayant perçu les plus hautes rémunérations

Résultat en nombre de salariés du sexe sous-représenté	4
Sexe des salariés sur-représentés	Femmes
Nombre de points obtenus	10

Index égalité professionnelle

Total de points obtenus	97
Nombre de points maximum pouvant être obtenus	100
Résultat final sur 100 points	97

Publication des résultats obtenus

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Site Internet de publication	
coach.com	