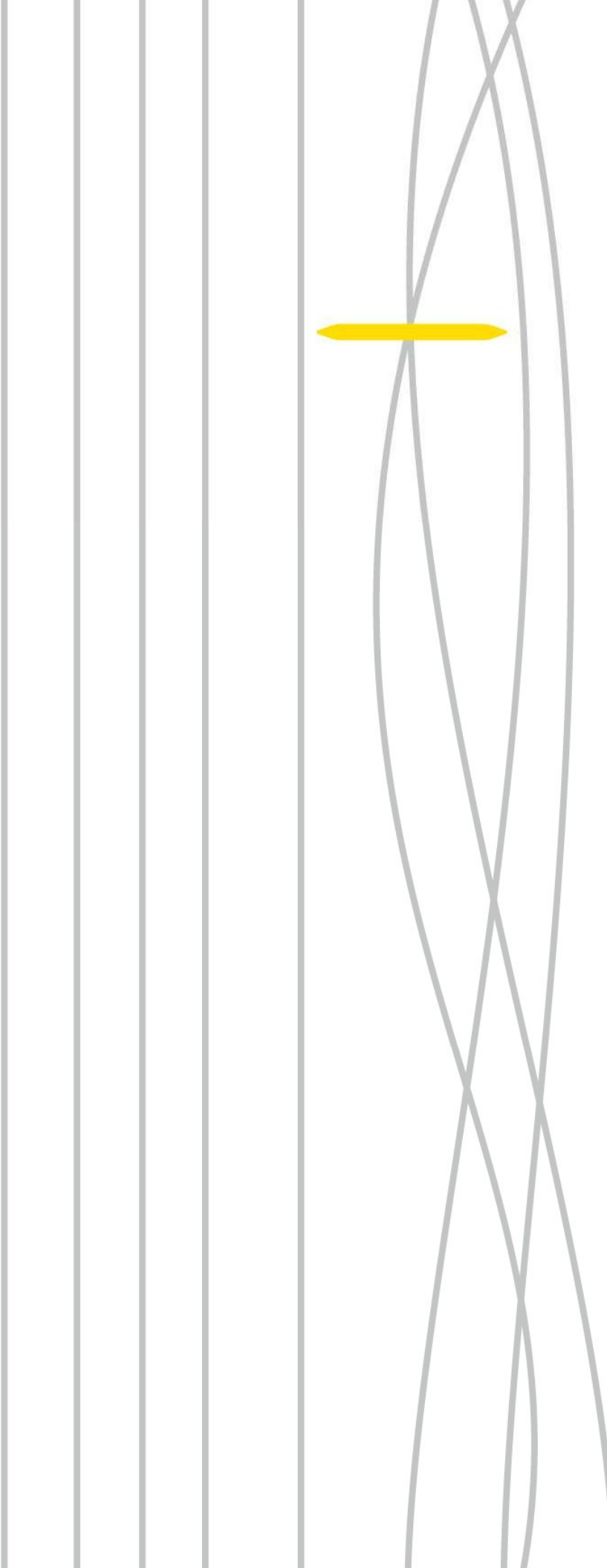


A decorative graphic on the right side of the page. It consists of several thin, vertical grey lines of varying heights. Overlaid on these lines is a large, thin, grey oval shape that is elongated vertically. A bright yellow arrow, pointing to the right, is positioned horizontally across the middle of the oval, intersecting the vertical lines.

tapestry

UK GENDER PAY GAP REPORT

Published
2026

Legal entity: Coach Stores Limited

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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 80.6% of our employee population in the UK 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.

During 2025, we were honoured to receive several accolades from Great Place To Work, including being named one of the Best Workplaces for Women UK 2025. This prestigious award is a source of great pride for us, and it reaffirms our commitment to cultivating inclusive working environments where women, and all our colleagues, can achieve their full potential and flourish.

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

The gender pay gap examines differences in hourly and bonus pay between men and women as of the snapshot date of 5 April 2025. This report includes:

- Percentage of men and women in each hourly pay quartile
- Mean (average) gender pay gap using hourly pay
- Median gender pay gap using hourly pay
- Percentage of men and women receiving bonus pay
- Mean (average) gender pay gap using bonus pay
- Median gender pay gap using bonus pay

Hourly pay reflects payments made in April 2025, while bonus pay covers the period April 2024 to March 2025.

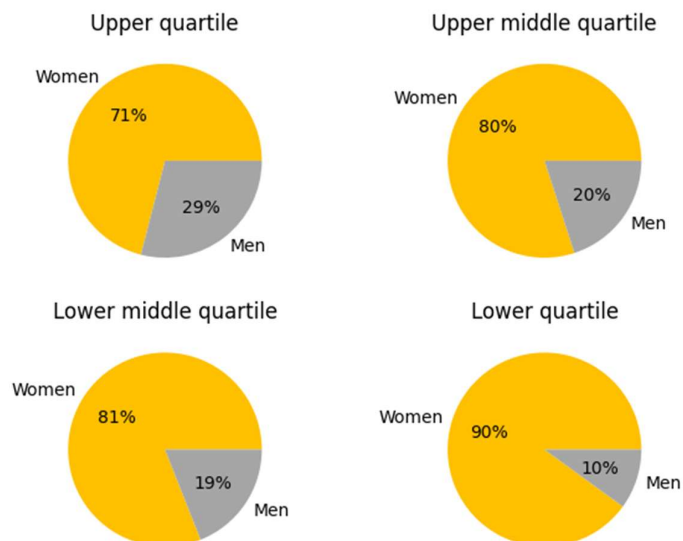
It is important to note that the size and distribution of the dataset will affect the statistics reported. The mean is best used to describe data with a normal number distribution (a bell-shaped curve). Outliers (extremely low or high values) can skew the mean reported and misrepresent the pay gap reported. The median is used to return the middle number of the dataset and is a better measure of the pay gap with a skewed dataset.

Hourly Pay

Hourly pay is the sum of ordinary pay and any bonus pay paid in the April 2025 pay period.

Pay Quartiles

This statistic shows the proportion of men and women employees in each of four equal-sized groups (pay quartiles), created by ranking all employees from lowest to highest hourly pay. Please see this represented in the pie charts below.



As shown, women make up the majority of employees in every pay quartile demonstrating broad female representation at all levels of the organisation, including within higher-paying roles.

Mean and Median Gender Pay Gap

- **Mean gender pay gap:** 26.8% in favour of men
- **Median gender pay gap:** 18.9% in favour of men

83% of our retail population is women and the volume of in-store positions are at non-management level, which contributes significantly to the pay gap when looking at averages for the entire population.

However, at a more granular level, pay outcomes are much closer to parity across large parts. In our Retail population, which represent the majority of employees, the gap is significantly lower (5.6% mean and 2.6% median), demonstrating a high level of consistency in pay.

Several segments of the workforce show outcomes in favour of women, including our lower middle quartile and several corporate functions. Additionally, 6 of the top 10 hourly-paid roles are held by women, highlighting strong female representation among higher earners.

Further, in order to assess equal pay for equal work, which is our ultimate goal, we reviewed pay across our internal job bands. The findings from this are also encouraging; at a median level, across our permanent employee base, 6 out of 9 of our job bands have a pay gap of less than 5%, indicating a high degree of pay alignment. Of these, 4 bands are in favour of women.

Overall, this analysis shows that pay outcomes are often close to parity and, in a number of cases, favour women, reinforcing that the overall gender pay gap is driven primarily by the distribution of roles rather than differences in pay for equivalent work.

Bonus Pay

Bonus pay is the sum of all bonus payments (e.g in-store incentives, annual bonuses and share schemes) received by employees between April 2024 and March 2025.

Bonus Participation

65.8% of women received a bonus **70.5% of men** received a bonus (4.7% difference)

Both men and women have strong participation in bonus schemes across the organisation. Across our Retail population, a slightly higher proportion of women received a bonus compared to men (61% women vs 60% of men), reflecting the strong representation of women in these roles and consistent participation in incentive schemes.

Mean and Median Gender Bonus Gap

- **Mean bonus gap:** 41.9% in favour of men
- **Median bonus gap:** 46.2% in favour of men

A key driver of the bonus gap is a higher concentration of men within Coach. We receive more male interest in Coach due to our product assortment. Coach delivered strong sales performance during the reporting period, and the resulting higher frequency and value of monthly in-store incentive payments has impacted average bonus outcomes. When in-store payouts are excluded, the gap reduces (to 35.3% mean and 22.6% median).

To once again assess equal pay for equal work, we analysed the bonus gaps by job band and when doing this the gap becomes more balanced. By job band, both mean and median gaps reduce significantly compared to the overall view, indicating that much of the headline gap is driven by differences in job role rather than award size.

When analysing annual bonus amounts, 5/7 of the job bands who receive annual bonuses had mean and median pay gaps less than c.10%, with some in favour of both men and women. Overall, this suggests that among annual bonus recipients, bonus outcomes are more evenly distributed between men and women.

Further points of note on bonus pay are:

- Women are strongly represented among the highest earners, with all of the top five bonus payments awarded to women during the reporting period due to the level of their position.
- Annual bonus and equity structures are based on level of role, ensuring consistency in opportunity.
- Employees on maternity or adoption leave continue to receive their full bonus entitlement, supporting equitable reward outcomes.

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.

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. On top of the Best Place to Work for Women accolade mentioned above, we also received the following Great Place to Work accreditations in the UK in 2025:

- Best Place to Work for Development
- Best Place to Work for Wellbeing
- Great Place to Work for Retail, Hospitality and Leisure.

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.

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

Matteo De Bortoli Albricci SVP, General Manager, Tapestry Europe