

Company Name Tapestry
Industry Apparel (Supply Chain only)
Overall Score (*) 14.6 out of 100

Theme Score	Out of	For Theme
0.8	10	A. Governance and Policies
2.5	25	B. Embedding Respect and Human Rights Due Diligence
3.3	15	C. Remedies and Grievance Mechanisms
0.0	20	D. Performance: Company Human Rights Practices
5.0	20	E. Performance: Responses to Serious Allegations
3.0	10	F. Transparency

(*) Please note that any small differences between the Overall Score and the added total of Measurement Theme scores are due to rounding the numbers at different stages of the score calculation process.

Please note also that the "Not met" labels in the Explanation boxes below do not necessarily mean that the company does not meet the requirements as they are described in the bullet point short text. Rather, it means that the analysts could not find information *in public sources* that met the requirements *as described in full* in the CHRB 2019 Methodology document. For example, a "Not met" under "General HRs Commitment", which is the first bullet point for indicator A.1.1, does not necessarily mean that the company does not have a general commitment to human rights. Rather, it means that the CHRB could not identify a public statement of policy in which the company commits to respecting human rights.

Detailed assessment

A. Governance and Policies (10% of Total)

A.1 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.1	Commitment to respect human rights	1	<p>The individual elements of the assessment are met or not as follows: Score 1</p> <ul style="list-style-type: none"> • Not met: General HRs commitment: Although the Company indicates in the supply chain section of its sustainability report 2016 that 'Through strategic partnerships with manufacturing facilities that support our belief in human rights, labour rights, and workplace safety, we have operated a social compliance program for many years. We are proud of our continued commitment to international human rights, labour practices, and decent work standards.', its formal policies (Global Operation Principles, Supplier Code of Conduct, Code of Conduct) do not contain explicit commitments regarding human rights, the International Bill of Rights, the Universal Declaration of Human Rights or the United Nations Global Compact principles 1 & 2, covering its operations. [Global Operation Principles: media.corporate-ir.net & Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] • Met: UNGC principles 1 & 2: In September 2018, the Company sent its commitment letter to Global Compact, where it states: 'Tapestry, Inc. supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. With this communication, we express our intent to implement those principles throughout our company and our brands. We are committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company'. [Commitment Letter to Global Compact, Sep 2018] • Not met: UDHR • Not met: International Bill of Rights

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>Score 2</p> <ul style="list-style-type: none"> • Not met: UNGPs • Not met: OECD
A.1.2	Commitment to respect the human rights of workers	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: ILO Core: The Company's code of conduct includes explicit commitment in relation to some ILO core areas: Discrimination, and Child Labour. However the Company has not disclosed specific commitments in relation to ILO core areas of forced labour, freedom of association and collective bargaining. [Code of Conduct, 2017: media.corporate-ir.net & Global Operation Principles: media.corporate-ir.net] • Met: UNGC principles 3-6: In September 2018, the Company sent its commitment letter to Global Compact, where it states: 'Tapestry, Inc. supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anti-corruption. With this communication, we express our intent to implement those principles throughout our company and our brands. We are committed to making the UN Global Compact and its principles part of the strategy, culture and day-to day operations of our company'. [Commitment Letter to Global Compact, Sep 2018] • Not met: Explicitly list ALL four ILO for AP suppliers: Regarding suppliers, the supplier code of conduct contains clear requirements on some ILO Core areas: Child Labour, Forced Labour and Discrimination. However, the commitment included in the supplier code of conduct referred to Freedom of Association and Collective Bargaining is not sufficient: 'Suppliers must respect the legal rights of employees to freely and without harassment participate in worker organizations of their choice, and to refrain from joining organizations if that is their wish. Suppliers must not threaten or penalize employees for their efforts to organize or bargain collectively where permitted by the laws of the country of manufacture, nor may they discriminate against workers as a result of any such organization affiliation.' The commitment to fully respect freedom of association does not extend to collective bargaining, where the Company asked only to not threaten or penalize employees where bargain collectively is permitted by the laws of the country. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Explicit commitment to All four ILO Core: See above [Code of Conduct, 2017: media.corporate-ir.net] • Met: Respect H&S of workers: Its Code of Conduct also includes commitments on workplace safety which cover health and safety issues. [Code of Conduct, 2017: media.corporate-ir.net] • Met: H&S applies to AP suppliers: The code for suppliers also contains requirements on health & safety. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] • Not met: working hours for workers: Its Code of Conduct states: 'Hours worked each day, and days worked each week, shall not exceed the legal limitations of the countries in which we operate.' However, this is not up to ILO conventions, or refers to maximum of 48 regularly scheduled hours and up to 12 voluntary overtime, and rest periods. [Code of Conduct, 2017: media.corporate-ir.net] • Not met: Working hours for AP suppliers: The Suppliers Code of Conduct indicates: 'The Company will not knowingly use suppliers who fail to comply with the legal maximum working hours as specified by each country's standards and laws.' However, as above, it does not refer to ILO conventions or details regular working week, maximum working hours and rest periods. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com]
A.1.3.AP	Commitment to respect human rights particularly relevant to the industry (AP)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's Rights • Not met: Children's Rights • Not met: Migrant worker's rights • Not met: Expecting suppliers to respect these rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: CEDAW/Women's Empowerment Principles • Not met: Child Rights Convention/Business principles • Not met: Convention on migrant workers • Not met: Respecting the right to water • Not met: Expecting suppliers to respect these rights

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.1.4	Commitment to engage with stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Commits to stakeholder engagement: The 'Engaging our stakeholders' section of the Sustainability report 2017 identifies stakeholders as 'those groups or individuals who are impacted, and influenced by, or who can impact, our company'. It includes stakeholder groups, engagement topics and examples of engagement. Regarding 'suppliers', an example of engagement is: 'Supplier summits; Adherence to the Supplier Code of Conduct, Global Operating Principles, Animal Welfare Policy and Anti-Corruption Policy; Supplier training for business ethics and anti-corruption'. Regarding communities, however, topics of engagement relate to 'Regional employee volunteering; Team-building meetings with a service component; Giving time and resources through the Coach Foundation and Kate Spade New York Foundation on purpose' and not examples of human rights issues. The Company has not disclosed a commitment to engage with affected stakeholders and their legitimate representatives in the development or monitoring of its human rights approach. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] Not met: Regular stakeholder engagement: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> Not met: Commits to engage stakeholders in design: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com] Not met: Regular stakeholder design engagement: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com]
A.1.5	Commitment to remedy	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Commits to remedy: The Company has not disclosed a commitment to remedy the adverse impacts on individuals, workers and communities that it has caused or contributed to. Although it indicates in its Corporate Responsibility Report 2017 that 'at the end of the audit process, if required, our compliance team works diligently with site managers to outline a corrective action plan which identifies strategies for improvement'. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> Not met: Not obstructing access to other remedies Not met: Collaborating with other remedy initiatives Not met: Work with AP suppliers to remedy impacts
A.1.6	Commitment to respect the rights of human rights defenders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Zero tolerance attacks on HRs Defenders (HRDs) <p>Score 2</p> <ul style="list-style-type: none"> Not met: Expects AP suppliers to reflect company HRD commitments

A.2 Policy Commitments (5% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
A.2.1	Commitment from the top	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: CEO or Board approves policy Not met: Board level responsibility for HRs <p>Score 2</p> <ul style="list-style-type: none"> Not met: Speeches/letters by Board members or CEO
A.2.2	Board discussions	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Board/Committee review of salient HRs Not met: Examples or trends re HR discussion <p>Score 2</p> <ul style="list-style-type: none"> Not met: Both examples and process
A.2.3	Incentives and performance management	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Incentives for at least one board member Not met: At least one key AP HR risk, beyond employee H&S <p>Score 2</p> <ul style="list-style-type: none"> Not met: Performance criteria made public

B. Embedding Respect and Human Rights Due Diligence (25% of Total)

B.1 Embedding Respect for Human Rights in Company Culture and Management Systems (10% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.1	Responsibility and resources for day-to-day human rights functions	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Commits to ILO core conventions: See indicator A.1.2. • Not met: Senior responsibility for HR: The Company indicates in its website section 'Global Business Integrity Program' that 'In order to monitor the adherence to these principles, we created a Global Business Standards Committee comprised of senior executives'. According to the 'Global Business integrity program' section on the website, this programme consists of five documents including the code of conduct and the supplier code of conduct. However, it is not clear which are the specific responsibilities of the Committee or its senior executives. [Global Business Integrity Program: tapestry.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Day-to-day responsibility • Not met: Day-to-day responsibility for AP in supply chain
B.1.2	Incentives and performance management	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Senior manager incentives for human rights • Not met: At least one key AP HR risk, beyond employee H&S <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Performance criteria made public
B.1.3	Integration with enterprise risk management	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: HR risks is integrated as part of enterprise risk system: The Company indicates that 'We have an Enterprise Risk Management (ERM) program that annually assesses risks – including fraud risk, corporate governance and social responsibility- to our business and the business of our partners. [...] As part of our annual risk evaluation within our ERM program, we identify risks for consideration within the Internal Audit Plan and evaluate ongoing management plans to reduce risk within a tolerable level'. The risk section of the Form 10-K, includes human rights related risks as part of 'the risks inherent in global sourcing activities' such as: 'The violation of labor, environmental or other laws by an independent manufacturer or supplier, or divergence of an independent manufacturer's or supplier's labor practices from those generally accepted as ethical or appropriate in the U.S., could interrupt or otherwise disrupt the shipment of our products, harm our trademarks or damage our reputation'. The Company considers that these risks could lead to 'adversely affect our business, financial condition and results of operations.' [2018 Form 10K, 2018: tapestry.gcs-web.com & Responsibility Report 2016, 2016: media.corporate-ir.net] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Audit Ctte or independent risk assessment: The Company has created a Global Business Standards Committee in order to monitor the adherence to the Company's principles (Code of Conducts, etc.), however this Committee does not evaluate the designed system to prevent the Human Rights related risks, but to manage the compliance to the created system. [Global Business Integrity Program: tapestry.com]
B.1.4.a	Communication /dissemination of policy commitment(s) within Company's own operations	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Commits to ILO core conventions: See indicator A.1.2 • Not met: Communicates its policy to all workers in own operations: The Company indicates on its website that 'The Code of Conduct is issued to our employees worldwide and outlines the significant legal and ethical issues that frequently arise in the course of business and describes the key responsibilities all employees, directors and officers are expected to uphold and comply with in conjunction with our values and policies'. However, the Company does not indicate whether it has been translated to any local languages. [Global Business Integrity Program: tapestry.com & Code of Conduct, 2017: media.corporate-ir.net] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Commits to all 4 ILO core conventions: See indicator A.1.2 • Not met: Communication of policy commitments to stakeholder [Global Business Integrity Program: tapestry.com & Code of Conduct, 2017: media.corporate-ir.net] • Not met: How policy commitments are made accessible to audience [Global Business Integrity Program: tapestry.com & Code of Conduct, 2017: media.corporate-ir.net]

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.1.4.b	Communication /dissemination of policy commitment(s) to business relationships	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Commits to all 4 ILO core conventions for suppliers: See indicator A.1.2 • Not met: Communicating policy down the whole AP supply chain: The Company indicates in its Responsibility Report that 'Our Supplier Code of Conduct sets forth guidelines and requirements for doing business with us and is directed towards our suppliers, agents and distributors, contractors, joint venture partners and other firms from whom we procure goods and services. [...] Our raw material suppliers and finished goods suppliers are required to adhere to our Supplier Code of Conduct. To ensure these suppliers are fulfilling their obligations, we conduct internal and external independent third party audits.' In addition, in its Supplier Code of Conduct, the Company indicates: 'Tapestry suppliers must communicate these principles and guidelines to their workers and supervisors.' However, CHRB could not find information about how the company communicates its policy down the supply chain (or requiring its suppliers to do so). [Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com & Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] • Not met: Requiring AP suppliers to communicate policy down the chain <p>Score 2</p> <ul style="list-style-type: none"> • Met: How HR commitments made binding/contractual: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com] • Not met: Including on AP suppliers: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com]
B.1.5	Training on Human Rights	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Scores at least 1 on A.1.2 • Met: Trains all workers on HR policy commitments: The Company states in its Responsibility Report that 'all full-time employees are required to certify our Code of Conduct annually and all corporate employees as well as all retail store managers receive in-depth training in Tapestry's ethics policies and procedures every other year'. However, it is not clear whether it conducts training to all relevant managers. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] • Not met: Trains relevant AP managers including procurement: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Score of 2 on A.1.2 • Not met: Both requirements under score 1 met
B.1.6	Monitoring and corrective actions	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Scores at least 1 on A.1.2 • Met: Monitoring implementation of HR policy commitments: The Company indicates in its Responsibility Report that: ' To ensure these suppliers are fulfilling their obligations, we conduct internal and external independent third party audits. The auditors are experts in the local laws of the countries where we operate and speak the local languages. An audit consists of: On-site walk-through to evaluate the physical working conditions, as well as health and safety practices; Confidential interviews with workers to provide freedom to speak on potential misconduct (forced labor, harassment, etc.); and A review of all relevant documentation (e.g. payroll, time records, employee age verification, licensures, certificates, waivers, etc.). Currently, Coach and Stuart Weitzman sites receive at least one audit per year'. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] • Met: Monitoring AP suppliers: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Score of 2 on A.1.2 • Met: Describes corrective action process: The Responsibility Report 2018 states that "In fiscal 2018, our internal auditing team and external auditors performed 182 audits of facilities that produce Tapestry brand products. Of those suppliers, 1.6% achieved "Unfavorable" results due to lack of transparency. With each of those suppliers, we developed a remediation plan—suppliers who failed to align with these standards were removed from the Tapestry supply chain". [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com]

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Met: Example of corrective action: See above [Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] • Not met: Discloses % of AP supply chain monitored: As indicated above, the Company states that audits are performed for its suppliers. However, no evidence found on the proportion of the supply chain monitored, as it is not clear the percentage of the supply chain that these percentages represent. [Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com]
B.1.7	Engaging business relationships	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: HR affects AP selection of suppliers: The Company indicates in its Responsibility Report 2016 that: 'Before partnering with a vendor, we share Coach's Supplier Code of Conduct' and require our independent manufacturing partners to contractually abide by these guidelines'. It states that it will not do business with suppliers who are unwilling to collaborate and work towards a strong observance of international human rights, labor practices and decent work standards. As long as a supplier is willing to partner with us and continuously improve workplace conditions, we strive to nurture, strengthen, and maintain that relationship. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] • Met: HR affects on-going AP supplier relationships: The Company indicates that 'If a service provider or raw material supplier makes no meaningful attempt to improve their practices and/or disregards our human rights requirements, Tapestry will not hesitate to terminate the business relationship with that supplier. The facilities identified above that received unacceptable audit results have either corrected their issues and are now operating in line with Tapestry's expectations and standards, or they were not able to meet our standards and we have terminated the partnership due to a lack of cooperation.' [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Met: Both requirement under score 1 met: See above • Not met: Working with AP suppliers to improve performance: Although the Company reports on collaboration and remediation in corrective action plans, it does not describe how it works with suppliers to improve human rights performance nor provides examples.' [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com]
B.1.8	Approach to engagement with potentially affected stakeholders	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Stakeholder process or systems: In its Responsibility Report 2016 the Company present its Stakeholders and examples of the engagement with each group. However, there is no information about a system to identify and update this list and guides the frequency and triggers for engagement. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Responsibility Report 2016, 2016: media.corporate-ir.net] • Not met: Frequency and triggers for engagement: See above [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com] • Not met: Workers in AP SC engaged: The Stakeholders list presented in its Responsibility Report 2016 includes the group 'Employees' but it do not include supplier workers. [Corporate Responsibility Report 2017, 2018: tapestry.gcs-web.com & Responsibility Report 2016, 2016: media.corporate-ir.net] • Not met: Communities in the AP SC engaged: The Stakeholders list presented in its Responsibility Report 2016 includes the group 'Communities' but the engagement strategies are mainly unidirectional, from the Company to the related agents, and the topics do not cover human rights issues related with the Company activities which could affect the Communities. [Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com & Responsibility Report 2016, 2016: media.corporate-ir.net] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Analysis of stakeholder views and company's actions on them

B.2 Human Rights Due Diligence (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
B.2.1	Identifying: Processes and triggers for identifying human rights risks and impacts	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Identifying risks in own operations: In the risk section of the Form 10-K 2018, the Company indicates: 'Our business is subject to the risks inherent in global sourcing activities [...] The violation of labour, environmental or other laws by an independent manufacturer or supplier [...], could interrupt or otherwise disrupt the shipment of our products, harm our trademarks or damage our reputation. The occurrence of any of these events could materially adversely affect our business, financial condition and results of operations'. However, the Company does not describe the processes to identify these risks and impacts in specific locations or activities. [2018 Form 10K, 2018: tapestry.gcs-web.com] • Not met: Identifying risks in AP suppliers: See above [2018 Form 10K, 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Ongoing global risk identification • Not met: In consultation with stakeholders • Not met: In consultation with HR experts • Not met: Triggered by new circumstances
B.2.2	Assessing: Assessment of risks and impacts identified (salient risks and key industry risks)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Salient risk assessment (and context): Although the Company has identified some human rights risks in the Form 10-K (see indicator above), it does not describe the processes for assessing these risks, including how geographical, economic, social and other relevant factors are taken into account. [2018 Form 10K, 2018: tapestry.gcs-web.com] • Not met: Public disclosure of salient risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.3	Integrating and Acting: Integrating assessment findings internally and taking appropriate action	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Action Plans to mitigate risks • Not met: Including in AP supply chain • Not met: Example of Actions decided <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
B.2.4	Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: System to check if Actions are effective • Not met: Lessons learnt from checking effectiveness <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met
B.2.5	Communicating : Accounting for how human rights impacts are addressed	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Comms plan re identifying risks • Not met: Comms plan re assessing risks • Not met: Comms plan re action plans for risks • Not met: Comms plan re reviewing action plans • Not met: Including AP suppliers <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Responding to affected stakeholders concerns • Not met: Ensuring affected stakeholders can access communications

C. Remedies and Grievance Mechanisms (15% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
C.1	Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers	1.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: Channel accessible to all workers: The Company's code of conduct states that: ' You may also report a matter (anonymously, if desired) by contacting the Tapestry, Inc. Ethics and Compliance Reporting System online at tapestry.ethicspoint.com, or call a representative, at 1.800.396.1807 (for matters in the United States) or the international phone numbers available at tapestry.com under 'Contacting the Board'. The Code of conduct contains commitments on some ILO core areas. Ethics and Compliance Reporting System is available for all employees, business partners, and members of the general public. [Code of Conduct, 2017: media.corporate-ir.net] <p>Score 2</p> <ul style="list-style-type: none"> Not met: Number grievances filed, addressed or resolved Met: Channel is available in all appropriate languages: Tapestry Ethics and Compliance Reporting System is available online in 10 different languages including Hindi, Thai, Spanish, Vietnamese, Korean and Chinese. [Ethics Point Hotline: secure.ethicspoint.com] Not met: Expect AP supplier to have equivalent grievance systems [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] Met: Opens own system to AP supplier workers: The Supplier code of conduct provides channels to contact directly to the Company. Specifically, this code states that: ' If you have questions, need to make disclosures, or are concerned about conduct that you believe violates the Company's standards or the law, contact the Law Department at 212-615-2436. You may also report a matter (anonymously, if desired) by contacting the Tapestry Ethics and Compliance Reporting System online at tapestry.ethicspoint.com, or call a representative, at 1-800-396-1807 (for matters in the United States) or the international phone numbers available at tapestry.com under the Contacting the Board section. ' [Supplier Code of Conduct, January 2018: media.corporate-ir.net & Ethics Point Hotline: secure.ethicspoint.com]
C.2	Grievance channel(s)/mechanism(s) to receive complaints or concerns from external individuals and communities	2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Met: Grievance mechanism for community: In its Ethics Point Hotline website the Company indicates: 'Through this site, employees, business partners and members of the general public may report their concerns confidentially and, if desired, anonymously.' [Ethics Point Hotline: secure.ethicspoint.com] <p>Score 2</p> <ul style="list-style-type: none"> Met: Describes accessibility and local languages: The Ethics Point Hotline website is available in 10 languages including Hindi, Thai, Korean, Chinese, Vietnamese, Spanish and English. [Ethics Point Hotline: secure.ethicspoint.com] Not met: Expects AP supplier to have community grievance systems Met: AP supplier communities use global system: See above [Ethics Point Hotline: secure.ethicspoint.com]
C.3	Users are involved in the design and performance of the channel(s)/mechanism(s)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Engages users to create or assess system Not met: Description of how they do this <p>Score 2</p> <ul style="list-style-type: none"> Not met: Engages with users on system performance Not met: Provides user engagement example on performance Not met: AP suppliers consult users in creation or assessment
C.4	Procedures related to the mechanism(s)/channel(s) are publicly available and explained	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Response timescales Not met: How complainants will be informed <p>Score 2</p> <ul style="list-style-type: none"> Not met: Escalation to senior/independent level
C.5	Commitment to non-retaliation over complaints or concerns made	0.5	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> Not met: Public statement prohibiting retaliation: The company's code of conduct has a statement on no retaliation that states: 'It is unlawful and expressly against Tapestry policy for anyone to retaliate against any employee either for reporting violations of the Code or for cooperating with an investigation. Anyone who engages in retaliatory conduct against an employee will be terminated. It does not

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<p>indicate however if this commitment is extensive to other stakeholders and those that represent them. [Code of Conduct, 2017: media.corporate-ir.net]</p> <ul style="list-style-type: none"> • Met: Practical measures to prevent retaliation: In the F.A.Q. from the Company's Ethic Point website there is a specific section related to 'Reporting Security & Confidentiality', where the Company shows its commitment to assure anonymity, for example: 'A report from home, a neighbour's computer, or any Internet portal will remain secure and anonymous. An Internet portal never identifies a visitor by screen name and the EthicsPoint system strips away Internet addresses so that anonymity is totally maintained. Plus, EthicsPoint is contractually committed not to pursue a reporter's identity.' EthicsPoint is also hosted independently to the Tapestry Inc. website or intranet. [Ethics Point Hotline: secure.ethicspoint.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Has not retaliated in practice • Not met: Expects AP suppliers to prohibit retaliation
C.6	Company involvement with State-based judicial and non-judicial grievance mechanisms	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Won't impede state based mechanisms • Not met: Complainants not asked to waive rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Will work with state based or non judicial mechanisms • Not met: Example of issue resolved (if applicable)
C.7	Remedying adverse impacts and incorporating lessons learned	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Describes how remedy has been provided • Not met: Says how it would remedy key sector risks <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Changes introduced to stop repetition • Not met: Approach to learning from incident to prevent future impacts • Not met: Evaluation of the channel/mechanism

D. Performance: Company Human Rights Practices (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
D.2.1.b	Living wage (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Living wage in supplier code or contracts: The Company indicates regarding wages & benefits in the Supplier code of conduct that: 'Suppliers must meet all legal requirements to ensure that minimum wages are adhered to, any and all overtime is paid for, and any benefits due to the employees are satisfied'. No information disclosed in public documents references to living wage, nor how it is negotiated. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Improving living wage practices of suppliers • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends demonstrating progress
D.2.2	Aligning purchasing decisions with human rights	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Avoids business model pressure on HRs • Not met: Positive incentives to respect human rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met
D.2.3	Mapping and disclosing the supply chain	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Identifies suppliers back to product source <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Discloses significant parts of supply chain and why
D.2.4.b	Prohibition on child labour: Age verification and corrective actions (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Child Labour rules in codes or contracts: On child labour, the Supplier code of conduct states that: 'While the legal definition of "children" may vary from country to country, Coach, Inc. will not knowingly do business with suppliers who employ individuals who are under 15 years of age'. However, it does not include guidelines on verification the age of job applicants and workers nor remediation programmes. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How working with suppliers on child labour • Not met: Both requirements under score 1 met

Indicator Code	Indicator name	Score (out of 2)	Explanation
			<ul style="list-style-type: none"> • Not met: Provide analysis of trends demonstrating progress
D.2.5.b	Prohibition on forced labour: Debt bondage and other unacceptable financial costs (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Debt and fees rules in codes or contracts • Not met: How working with suppliers on debt & fees <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.2.5.d	Prohibition on forced labour: Restrictions on workers (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Free movement rules in codes or contracts • Not met: How these practices are implemented and monitored for agencies, labour brokers or recruiters <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.2.6.b	Freedom of association and collective bargaining (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: FoA & CB rules in codes or contracts: In its Supplier Code of Conduct the Company states: 'Suppliers must respect the legal rights of employees to freely and without harassment participate in worker organizations of their choice, and to refrain from joining organizations if that is their wish.' This is insufficient because it is limited to situations where employees have the rights under law. With respect Collective Bargaining the commitment is not clear: 'Suppliers must not threaten or penalize employees for their efforts to organize or bargain collectively where permitted by the laws of the country of manufacture, nor may they discriminate against workers as a result of any such organization affiliation'. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How working with suppliers on FoA and CB • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made
D.2.7.b	Health and safety: Fatalities, lost days, injury rates (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Sets out clear Health and Safety requirements: In its Supplier Code of Conduct the Company indicates: 'The Company believes in doing business with those suppliers who have demonstrated concern for and commitment to the health and safety of their employees.' However it does not include clear requirement referred with these areas. [Code of Conduct, 2017: media.corporate-ir.net] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Injury rate disclosures • Not met: Lost days or near miss disclosures • Not met: Fatalities disclosures • Not met: How working with suppliers on H&S • Not met: Provide analysis of trends in progress made
D.2.8.b	Women's rights (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Women's rights in codes or contracts • Not met: How working with suppliers on women's rights <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Both requirement under score 1 met • Not met: Provide analysis of trends in progress made
D.2.9.b	Working hours (in the supply chain)	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Working hours in codes or contracts: The Supplier code of conduct states that: 'The Company will not knowingly use suppliers who fail to comply with the legal maximum working hours as specified by each country's standards and laws'. However, no references found to minimum breaks and rest periods, regular working week and details on maximum working hours. [Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com & Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: How working with suppliers on working hours • Not met: Both requirements under score 1 met • Not met: Provide analysis of trends in progress made

E. Performance: Responses to Serious Allegations (20% of Total)

Indicator Code	Indicator name	Score (out of 2)	Explanation
E(1).0	Serious allegation No 1		<ul style="list-style-type: none"> • Headline: Apex Tannery and Bay Tanneries linked to child labor, safety hazards, and other violations • Area: Child labour • Story: A report by Transparentem alleges children as young as 14 are made to work at the Apex and Bay Tanneries in Bangladesh, both of which supply leather that has been traced to luxury brand labels including Coach (now Tapestry). The allegations focus on the Hazaribagh neighborhood, a hub of Bangladesh's leather industry which has over 150 tanneries. The Company said they get no more than 1.5 percent of their leather from Hazaribagh. • Sources: [Associated Press - 25/03/2017: apnews.com][PBS - 29/03/2017: pbs.org]
E(1).1	The Company has responded publicly to the allegation	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Public response available: The Company said that it sources no more than 1.5 percent of their leather from Hazaribagh. [AP article on Child Labour, 2017: apnews.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Response goes into detail
E(1).2	The Company has appropriate policies in place	1	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Met: Company policies address the general issues raised: The Company's code of conduct includes explicit commitment to prohibit child labour. [Code of Conduct, 2017: media.corporate-ir.net & Global Operation Principles: media.corporate-ir.net] • Met: Policies apply to the type of business relationships involved: The Company's supplier code of conduct contains clear requirements on regarding Child Labour. [Supplier Code of Conduct, June 2018: tapestry.gcs-web.com] <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Policies address the specific rights in question: CHRB could not find the evidence of the Company's age verification process.
E(1).3	The Company has taken appropriate action	0	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 1</p> <ul style="list-style-type: none"> • Not met: Engages with affected stakeholders: CHRB did not find the evidence of the Company's engagement with affected stakeholders. • Not met: Encourages linked business to engage affected stakeholders: CHRB could not find the evidence of the Company's encouraging its business partners to engage with the affected stakeholders. • Not met: Provides remedies to affected stakeholders: CHRB did not find evidence of the Company providing remedies. • Not met: Has reviewed management systems to prevent recurrence: CHRB did not find evidence of the Company reviewing the system followed by the case. <p>Score 2</p> <ul style="list-style-type: none"> • Not met: Remedies are satisfactory to the victims • Not met: Has improved systems and engaged affected stakeholders: CHRB did not find evidence of the Company improving the system or engaging with stakeholders followed by the case.

F. Transparency (10% of Total)

Indicator Code	Indicator name	Score	Explanation
F.1	Company willingness to publish information	1 out of 4	Out of a total of 40 indicators assessed under sections A-D of the benchmark, Tapestry made data public that met one or more elements of the methodology in 10 cases, leading to a disclosure score of 1 out of 4 points.
F.2	Recognised Reporting Initiatives	2 out of 2	<p>The individual elements of the assessment are met or not as follows:</p> <p>Score 2</p> <ul style="list-style-type: none"> • Met: Company reports on GRI: In its Responsibility Report, the Company indicates: 'We have prepared this report using the G4 guidelines of the Global Reporting Initiative (GRI) In Accordance, Core, a recognized global standard for such reporting'. [Corporate Responsibility Report 2018, 2019: tapestry.gcs-web.com & GRI Index 2018, 2018: live-cinchost.pantheon.io]
F.3	Key, High Quality Disclosures	0 out of 4	Tapestry met 0 of the 8 thresholds listed below and therefore gets 0 out of 4 points for the high quality disclosure indicator. Specificity and use of concrete examples

Indicator Code	Indicator name	Score	Explanation
			<ul style="list-style-type: none"> • Not met: Score 2 for A.2.2 : Board discussions • Not met: Score 2 for B.1.6 : Monitoring and corrective actions • Not met: Score 2 for C.1 : Grievance channel(s)/mechanism(s) to receive complaints or concerns from workers • Not met: Score 2 for C.3 : Users are involved in the design and performance of the channel(s)/mechanism(s) Discussing challenges openly • Not met: Score 2 for B.2.4 : Tracking: Monitoring and evaluating the effectiveness of actions to respond to human rights risks and impacts • Not met: Score 2 for C.7 : Remedying adverse impacts and incorporating lessons learned Demonstrating a forward focus • Not met: Score 2 for A.2.3 : Incentives and performance management • Not met: Score 2 for B.1.2 : Incentives and performance management

Disclaimer

A score of zero for a particular indicator does not mean that bad practices are present. Rather it means that we have been unable to identify the required information in public documentation.

See the 2019 Key Findings report and technical annex for more details of the research process.

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As CHRB Ltd, we want to emphasise that the results will always be a proxy for good human rights management, and not an absolute measure of performance. This is because there are no fundamental units of measurement for human rights. Human rights assessments are therefore necessarily more subjective than objective. The Benchmark also captures only a snap shot in time. We therefore want to encourage companies, investors, civil society and governments to look at the broad performance bands that companies are ranked within rather than their precise score because, as with all measurements, there is a reasonably wide margin of error possible in interpretation. We also want to encourage a greater analytical focus on how scores improve over time rather than upon how a company compares to other companies in the same industry today. The spirit of the exercise is to promote continual improvement via an open assessment process and a common understanding of the importance of the UN Guiding Principles on Business and Human Rights.