

Gap Inc.

2022 EQUALITY & BELONGING REPORT

# CREATE FOR ALL, WITH ALL



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## OUR FUTURE

This report primarily focuses on U.S. programs and activities between May 2021 and April 2022, unless otherwise noted. All data included in this report is from fiscal year 2021 (Feb 2021–Jan 2022). Further details and information can be found in our **Annual Report** and **ESG Report**, and additional updates and stories about Gap Inc.'s E&B, sustainability programs, and commitments are available at [gapinc.com](https://www.gapinc.com). We have not obtained external assurance for this report.

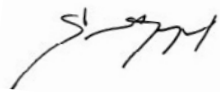
# ABOUT THIS REPORT

This is our second stand-alone Equality & Belonging (E&B) Report, detailing our progress toward our 2025 Commitments.

It builds on the three pillars of our diversity and inclusion strategy: Employee Belonging, Customer Belonging, and Community Belonging.

## MESSAGE FROM SONIA SYNGAL

Gap Inc. has a long and proud legacy of acting as a force for good, and our values continue to drive authentic connections with customers all over the world. For us, inclusion isn't optional – it's a strategic priority. Creating a culture of belonging is as critical to the success of our company as it is for the communities we serve; ultimately, a more diverse and inclusive business is a more creative, productive, and sustainable one. This report demonstrates the progress we have made toward meeting our 2025 commitments, from strengthening the pipeline of diverse talent to annually affirming equal pay across racial and gender lines. On behalf of everyone touched by our business, we are dedicated to the ongoing work required to build a more equitable industry and more just society.

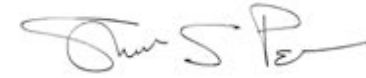


**CEO, GAP INC.**



## MESSAGE FROM SHEILA PETERS

More and more, people want to wear their values – and work at companies that reflect them. As we transform Gap Inc. into a more agile and modern business, we know our success depends on our relationship with the customers and communities who count on us to do what is right. The Equality & Belonging work documented in this report is how we are holding ourselves accountable to all our stakeholders, building an inclusive workplace for our employees and driving positive change across an industry with deeply ingrained inequities. We believe in the power of our purpose-driven brands to close the gaps between us and shape a better future for all.



**CHIEF PEOPLE OFFICER, GAP INC.**





## MESSAGE FROM KISHA MODICA

We believe passionately in the power fashion has in creating greater social justice. Our annual Equality & Belonging report represents our unwavering commitment to transparency and driving meaningful dialogue across the industry. Sharing stories builds empathy, disrupts harmful rhetoric, and turns statistics and headlines into real people. This is what drives tangible change and improved outcomes.

“You Belong.” These two words offer a promise to our employees, partners, and customers that they will feel seen, heard, and valued for their contributions. It’s a pledge to our customers and communities that they will be represented and supported in the work we do at Gap Inc. through our brands.

While many iconic fashion trends, both past and present, stem from Black and Brown culture, these communities remain underrepresented, untapped for opportunities, and often uncredited for their contributions to the industry.

As a global leader in our sector, we have the platform – and the responsibility – to unlock the potential of these critical voices in fashion and growing segments of the workforce. From new mentoring opportunities to focusing on the mental health of our employees, we are bridging access to opportunities that were not previously inclusive of underrepresented groups. Mirroring these efforts, our brands invest in programs that reflect our

commitment to invest in diversity, inclusion, and representation for all, which you can learn more about on [p. 15](#).

This report is a measure of the progress we’re making. It shows how we’re acting on our mission to create a fairer, more equitable society, and progress on our 2025 Commitments.

Looking back to 2020, we stood as one as the depth of systemic racism in our society was unearthed once again. Many companies, like Gap Inc., acted quickly and with intention to eliminate discrimination and harassment inside and outside of our business. But, it was crucial that these commitments weren’t a knee-jerk reaction, but evidence that the fashion industry – with all its financial strength and influence – was intent on tackling inequality in all forms.

Although there is much to do, progress is being made. Reflecting on the last year, we remain positive that our commitments are the foundation for a more sustainable way of working. We acknowledge tackling the

“This report is a measure of the progress we’re making. It shows how we’re acting on our mission to create a fairer, more equitable society, and our progress to our 2025 Commitments.”

**Kisha Modica**

Vice President of Equality & Belonging, Gap Inc.

root causes of inequity is a long, committed journey, but we’re excited to see our work bear fruit this year. We know that diversity and inclusion must remain fundamental to everything we do and be met with increased speed, efficiency, and accountability.

We are optimistic that change is on the horizon. We’re entering what some expect to be a decade of momentous social change and as sector leaders, we promise to our employees, customers, and communities we’ll continue to shape it for the better.

**VICE PRESIDENT OF EQUALITY & BELONGING, GAP INC.**

# OUR STRATEGY

## OUR VALUES

Ever since Doris and Don Fisher opened the first Gap store in 1969, equity and inclusion have been part of our approach to business. From the outset they wanted to make a difference in the lives of employees and customers, and in the communities where they worked and lived.

This commitment to diversity and inclusion now shines through in the way we empower our employees and help build the next generation of leaders, with initiatives such as the Black Officer Network giving our senior leaders the opportunity to encourage and inspire team members of color.

## OUR STRATEGIC PILLARS



**Employee Belonging** focuses on our most valuable asset – our people – and creating a culture of inclusion where everyone feels they belong and can reach their full potential.



**Customer Belonging** centers around the connection between our brands and the customer, ensuring we offer both products and experiences that make all customers feel seen and welcome.



**Community Belonging** centers on our ability to use our voice and our power to create collective understanding, shared responsibility, and be a multiplier for good for our most vulnerable and underserved communities.

## OUR VISION

Diversity and inclusion at Gap Inc. is guided by our Equality & Belonging Ecosystem. A dedicated, full-time team ensures that we remain focused on our internal framework and goals, working with diverse business partners and helping to embed equality and belonging into every aspect of the business.

## OUR PURPOSE

We are guided by the fact that we are Inclusive, by Design. Inclusion is vital to a successful, thriving business and aligns with the fundamental rights that Gap Inc. believes in.

## OUR MISSION

Drive systemic change through Our People, Our Brands, and Our Voice.



## OUR DEFINITIONS

- Diversity**  
The representation, in a group, of various facets of identity, including (but not limited to) race, ethnicity, nationality, gender identity, sexual orientation, socioeconomic status, ability, religion, and age.
- Inclusion**  
The beliefs, mindsets, behaviors, and actions taken to understand, embrace, and unlock the individual strengths and collective superpower of our teams.
- Belonging**  
A sense of community where all individuals are treated fairly and feel psychologically safe, seen, heard, and valued for their contributions.
- Equality**  
The state of being equal is one where everyone is treated the same in terms of rights, status, and opportunities.
- Equity**  
Equity is more than an outcome. It is an intentional and committed focus on the provision of equal access to opportunities for growth, development, and advancement of individuals and communities.

**HOW WE'RE DRIVING CHANGE**

Across 2021, we continued to drive change and make progress toward some of our key 2025 Commitments.

**RANKED #1 FOR DIVERSITY AND INCLUSION**

In 2021, Refinitiv ranked Gap Inc. as the #1 company on their Diversity and Inclusion Index. This represented a remarkable rise from 94th place in 2020.



**RMP INTERNSHIPS AND APPRENTICESHIPS**

We are welcoming our most diverse cohorts for our Rotational Management Program (68% BIPOC) and Corporate Internships (65% BIPOC), and our new Gap Tech Rotational Program (76% BIPOC).

**GAP INC. HONORED AS COMPANY OF THE YEAR AT AAFA'S AMERICAN IMAGE AWARDS**

The American Apparel & Footwear Association (AAFA) honored Gap Inc. as Company of the Year at the 2022 American Image Awards in New York City. This honor is recognition of the tireless work, dedication, and creativity of our collective team of 100,000+ employees, as well as our partners around the globe.



**AWARDS AND EXTERNAL ACHIEVEMENTS**

For the 16th consecutive year we received a perfect score in the Human Rights Campaign Foundation's Corporate Equality Index, which helps to drive LGBTQIA+ workplace equality policies and practices.

We were also again included on the Bloomberg Gender Equality Index, which tracks company performance on efforts to support gender equality through policy development, representation, and transparency.



## KEY LEARNINGS FROM 2021

Through a global pandemic, equality and belonging remained a key business priority, and in many ways, we have been able to more quickly identify and strategize against our key learnings.

### #1: DIVERSITY WITHOUT INCLUSION IS NOT ENOUGH

Our focus on building a diverse talent pipeline is a necessary and positive step, but equally so is fostering an inclusive culture where employees feel they belong, want to grow their careers, and contribute to the organization's purpose and mission.

To assess and better prioritize our inclusion health, we launched our Sense of Belonging Index in our *Your Voice. Our Future.* employee survey, measuring belonging and team connection. And to harness transparency and drive ownership of improved outcomes, we also launched our Equality & Belonging Dashboard, giving leaders access to people data, insights, and employee sentiment.

### #2: INCLUSION IS A SHARED RESPONSIBILITY

To create meaningful change our entire company must work together, as an interlocking solution. We must be collectively accountable and empowered to change our thinking, behaviors, actions, and our systems. The tone starts at the top, but it can't stop there. We must mobilize our full people leader ecosystem to unlock an inclusive culture with a direct impact on employee sentiment around a sense of belonging and intent to stay.

As a core accountability framework, where our progress – both successes and opportunities – will be reviewed and evaluated, we introduced our Awareness to Action Campaign to advance diversity, equity, and inclusion. It captures year-over-year strategic priorities and drives toward a place of greater ownership and accountability for leaders and teams, with clear goals, initiatives, methods for activation, and measures of progress.

### #3: PIPELINE FOR THE FUTURE

Community engagement is essential to creating access to opportunities for Black and Latinx talent at early stages, and sets a foundation that improves long-term career outcomes. Options for how and where to engage are broad – what's required is commitment. By expanding our entry-level pipeline programs and creating more access to opportunity through early engagement programs, increased marketing, fire-side chats/info sessions, and industry partnerships, we are welcoming our most diverse cohorts for both our Rotational Management Program (68% BIPOC) and Corporate Internships (65% BIPOC), and our new Gap Tech Rotational Program (76% BIPOC).



# HIGHLIGHTS

## OUR COMMITMENTS

Since establishing our 2025 Commitments in 2020, and releasing our first annual Equality & Belonging Report in 2021, we have led several initiatives and programs that support our commitment to racial equality. We are guided by these commitments in our work – for our employees, customers, and communities that we serve.

### TRANSPARENCY

To increase transparency, accelerate progress, and contribute to industry learnings, **we will continue to publish our annual Equality & Belonging Report**, inclusive of global gender and U.S. race and ethnicity people data for Headquarters and Store levels.

### CREATE FOR ALL, WITH ALL

Our brands will build and expand initiatives to create dedicated inclusion strategies across product and customer experience, with a particular focus on Black and diverse consumers, designers, and artists. **The brands will partner with our internal product inclusion council**, the Color Proud Council, to ensure diverse voices and inclusive practices are represented throughout the creative pipeline.

### CIVIC ENGAGEMENT

To help ensure greater civic participation in our elections, **we will continue to invest in education and awareness initiatives** to help our employees and customers register and exercise their right to vote.

### REPRESENTATION

We will double the representation of Black and Latinx employees in our U.S. headquarters offices by 2025 to mirror our customers. **We will place a particular focus on functions that make and market our products to ensure we are creating for all, with all.** We also plan to increase representation of Black employees by 50% in our store leader roles in the U.S. by 2025.

### AMPLIFY BLACK VOICES

**We'll thoughtfully and intentionally find ways to amplify diverse voices in our creative and marketing.** This means featuring and working with more Black and Latinx producers, artists, and activists in future campaigns and commercial spots.

### ACCESS AND PIPELINE

**We will achieve and retain diverse representation in our pipeline and entry-level programs by expanding our reach and deepening our existing partnerships with organizations,** creating equal access to careers in retail. Additionally, we will create new pipelines with a concerted effort to increase our representation of Black talent.

### GENDER AND RACIAL PAY EQUITY

In 2014, we were the first Fortune 500 company to validate with an external firm that we pay women and men equally. Starting this year, **we'll have an independent external firm complete a multi-factor assessment including race/ethnicity and gender every two years.**

### ONLINE AND STORE EXPERIENCES

**We'll continue to find ways to foster a sense of belonging and allyship through ongoing initiatives and anti-racism training** for our employees that extends to our customers, and demonstrates our commitment to inclusive service and being Open to All.



## LEADING WITH TRANSPARENCY

In a year of seismic change, there has been much uncertainty, yet we have remained diligent in our commitment to significant opportunities. There is arguably no more compelling – or obvious – opportunity in the realm of human capital than the untapped talent of both the Black and Latinx communities.

By exploring our data and having honest and transparent conversations with our leadership teams and employees, we've gained a better understanding of the work we need to do to further increase the representation of our Black and Latinx workforce and cultivate a more rewarding talent experience for all employees. Transparency clarifies our biggest opportunities and enables us to share the progress we're proud of.

Through our Power of Identity Campaign, we are enhancing how we capture and share people data and insights with our internal and external audiences. We have expanded our options to capture veteran status and gender identity (i.e. including a new Non-Binary or Third Gender option); added sexual orientation and pronouns to acknowledge the changing landscape of identity; and expanded our race/ethnicity options to capture specific Asian and Middle Eastern communities.

We are also exploring ways to better represent the identity and experience of multiracial individuals in our insights and annual reporting. By expanding these fields, we can more accurately measure

our progress toward our representation goals while creating new strategies to build a more inclusive culture.

Our representation data highlighted on **p. 11** tells an important and evolving story of our progress and potential. We acknowledge the overall rate of change in our FY 2021 progress is slower than expected, which we partly attribute to external headwinds, a slower pace of hiring overall, and higher attrition rates. Despite these factors, we are encouraged to see growth in two key areas of representation: Entry-level Pipeline Programs and External Hires.

Taking action to address representation is not just about leveling the playing field; it is about unlocking the performance potential of a critical and growing segment of the workforce. As we reinforce our commitment to being in this for the long term – and going beyond the first steps to embed diversity, equity, and inclusion – we are also strengthening our tools, including our data collection and insights, to support people with strategic interventions throughout their career journey.



**OUR PEOPLE DATA**

Collecting and sharing data about the makeup of our workforce is one of the ways in which we ensure transparency. The data also helps us test, learn, and refine strategies aimed at increasing representation of underrepresented communities.



**OUR EMPLOYEES**

**76%**

of our global workforce is female

**42%**

of our Board of Directors are women

**58%**

of our Officer positions are held by women

**55%**

of our U.S. workforce are People of Color

**40%**

of our U.S. workforce are Women of Color

**24%**

of our Technology teams are women

**OUR DEFINITIONS AND DISCLOSURES**

**BIPOC:** An acronym that stands for Black, Indigenous, and People of Color communities.

**Historically Marginalized Communities:** Groups who have been relegated to the lower or peripheral edge of society.

**Underrepresented Communities:** Any group that is less represented in a particular area (e.g. employment in a certain role or sector) than in the general population. This can refer to: race, ethnicity, nationality, gender identity, sexual orientation, socioeconomic status, ability, religion, and age.

**Global:** Aggregate of International and U.S. data.

**United States:** All employees located in the United States.

**Officer:** Vice President and above.

**Store Leadership:** General Manager/Head of Store.

**Women of Color:** An aggregate composite of U.S. women including Black, Asian, Latinx, Native American, Native Hawaiian/Pacific Islander, Two or More Races.

**People of Color:** An aggregate composite of U.S. employees including Black, Asian, Latinx, Native American, Native Hawaiian/Pacific Islander, Two or More Races.

**Representation:** Reflects the average headcount of each designation for FY21. Note that values may not equal 100% due to rounding. Race/Ethnicity data is for U.S. employees only and is a voluntary, self-identification field.

### FY2021 GLOBAL GENDER REPRESENTATION<sup>1</sup>

● FEMALE ● MALE

#### TOTAL GAP INC.



#### EXTERNAL HIRES



#### STORE LEADERSHIP



#### MANAGER/SR. MANAGER



#### DIRECTOR/SR. DIRECTOR



#### VP+



#### BOARD OF DIRECTORS



#### TECHNOLOGY



### FY2021 U.S. ETHNICITY



ASIAN	26%
BLACK	4%
LATINX	10%
NATIVE AMERICAN	1%
NATIVE HAWAIIAN	1%
WHITE	53%
TWO OR MORE RACES	5%



ASIAN	8%
BLACK	5%
LATINX	5%
NATIVE AMERICAN	0%
NATIVE HAWAIIAN	0%
WHITE	81%
TWO OR MORE RACES	1%



ASIAN	3%
BLACK	9%
LATINX	18%
NATIVE AMERICAN	0%
NATIVE HAWAIIAN	0%
WHITE	68%
TWO OR MORE RACES	2%



ASIAN	6%
BLACK	19%
LATINX	27%
NATIVE AMERICAN	1%
NATIVE HAWAIIAN	0%
WHITE	42%
TWO OR MORE RACES	5%



ASIAN	9%
BLACK	26%
LATINX	22%
NATIVE AMERICAN	3%
NATIVE HAWAIIAN	1%
WHITE	37%
TWO OR MORE RACES	2%

### FY2021 U.S. NEW HIRES BY GENDER AND ETHNICITY (EXTERNAL HIRE MIX)

● FEMALE ● MALE



#### Women of Color

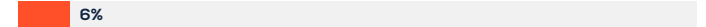


#### People of Color

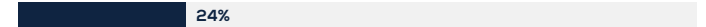
● FEMALE ● MALE



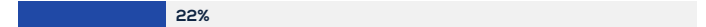
#### Asian



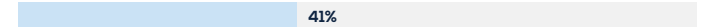
#### Black



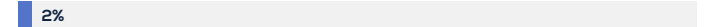
#### Latinx



#### White



#### Native American



<sup>1</sup> Given our Power of Identity Campaign launched in late 2021, new fields will be part of the 2022 report.

# EMPLOYEE BELONGING

Building a culture of inclusion involves a multi-prong approach that begins with listening, learning, and finding new ways to unlock the creativity and potential of our employees – and empowering them to live our values through their work.

## THE FUTURE IS NOW

The new normal of working from home meant developing new and creative ways to build authentic employee connections in our physical and virtual workplaces. For us to work well and dream big, we need to be in an environment that empowers us to thrive.

As we embrace our purpose, Inclusive, By Design, we are staying focused on creating a work experience that brings us closer to our customer and to each other,



### REIMAGINING THE WORKPLACE

With the vision of creating greater flexibility for our teams while providing a best-in-class work experience, we began the journey of building out a Hub + Home work model that would cultivate agility, creativity, innovation, and collaboration. The team worked on creating spaces that foster collaboration and allow employees to do their best work. We started with the San Francisco Hub as an adaptable space, providing a work environment that promotes groupthink while also offering options for solo workplaces.

### DESIGNING OUR SPACES WITH AN INCLUSIVE LENS

Inclusive demonstrates that we see, hear, and value our employees – from being intentional with enhancing our lactation rooms for added comfort and convenience, to re-imagining more inclusive restrooms for all identities to feel safe to be their authentic self at work.

### MODERNIZING OUR LANGUAGE

Our journey to thinking about how we use language started with identifying inherently oppressive tech industry terminology that no longer had a place in our culture. We mobilized a team of experts and employees to develop a path forward to educate our teams on inclusive language, shifting behaviors, and updating our systems.

### PUTTING OUR EMPLOYEES AT THE HEART OF OUR DECISIONS

We are also exploring new ways in which we make decisions. Designed by employees representing diverse backgrounds, levels, generations, tenure, and life experiences, we developed personas. These personas represent a range of employee backgrounds, needs, and experiences to ensure we keep all types of people top of mind as policies, etiquettes, and practices are assessed and updated.



Gap Inc. employees at San Francisco Headquarters



# MEETING OUR TEAMS WHERE THEY ARE

Creating a deep sense of belonging for all our teams means shifting our approach to how we reach groups across our organization.

## COAST TO COAST

Since launching our 2025 Commitments, listening and learning has been an ongoing and necessary part of our journey. We're excited to continue to create spaces for dialogue, build an even stronger sense of community and belonging for underrepresented groups and drive deeper engagement across our employee and external partner communities.

To build authentic connections, create awareness of the inclusion work, and drive better connectivity between our headquarter and store teams, we launched a 12-city coast-to-coast tour of our stores in the United States. We kicked off our first stop in Atlanta to recognize and celebrate Black History Month on location with our store and field employees.

The tour supports our year-over-year goals, from strengthening our team's capacity for change, to encouraging new mentors and role models, and unlocking avenues for access and opportunity for underrepresented talent.

## HERITAGE MONTH HIGHLIGHTS

While in Atlanta, we celebrated Black History Month through "Sunday Supper," an event that featured Chef Razia Sabour from the Food Network's *The Great Soul Food Kickoff*. Gap Inc. employees shared a traditional Soul Food dinner and discussed their shared and diverse experiences of Sunday Supper, an important connection of Black and Southern culture.

When the tour stopped off in Los Angeles, we hosted a special "Lift As You Climb" dinner as part of our Women's History Month celebration. It featured an inspiring video in which leaders from across the organization talked about amazing women in their life.



**"[The coast-to-coast tour] really brings E&B alive in the field. And those in attendance can then take that 'spark' that was ignited and bring it back to their districts and stores to foster more community."**

**Monica Pitts**

General Manager, Banana Republic  
Factory Store, Locust Grove, Georgia

**1**

### REAL TALK: LIVE FROM OUR STORES

Inclusion strategist and coach Amber Cabral joined a panel of Gap Inc. leaders and employees to discuss topics that drive a sense of belonging and ownership for all employees. The talks focused on awareness and education around diversity, equity, and inclusion – and the importance of creating safe spaces for radically human dialogue.

**2**

### EQUALITY & BELONGING: CHAT & CHEW

Our Equality & Belonging team developed meaningful connections and relationships with our store teams through Chat & Chew sessions focusing on listening, learning, and intimate dialogue – ensuring that diverse and often vulnerable communities feel heard, seen, and represented in positions of leadership.

**3**

### COMMUNITY PARTNER ACTIVATION

We integrate our external community efforts into enterprise business strategies, optimizing partner relationships and industry positioning, and amplifying culturally relevant storytelling.

## THE ECOSYSTEM AT WORK: LEADERS CHAMPIONING INCLUSION

Fostering an inclusive culture where employees feel a deep sense of belonging and community has been our priority since the formation of our first Equality & Belonging Group (EBG) 15 years ago.

A cornerstone of our 2025 Commitments, we continue to invest in the evolution and growth of our EBGs to grow our community of allies, cultivate meaningful employee experiences, and amplify diverse perspectives to better inform our business practices and decisions. Building off this foundational program has also paved the way for the creation of the Black Officer Network and Women in Tech.



Amber Cabral and Gap Inc. employees at a Real Talk event

## BLACK OFFICER NETWORK

Since we launched our 2025 Commitments, we have focused on leader-led listening sessions with our Black and Latinx employees to better understand their experiences where we can do better. Creating access to Black senior leaders for advocacy, mentorship, and community building was top of the list, which paved the way to the launch of the Black Officer Network. This brings our Black senior leaders together to harness the power of their collective voice and open the channels for a safe and encouraging space to discuss challenges and insights that are unique to Black professionals. It inspires new hires to build a career with us, while showing existing employees how they can reach their full potential.

## WOMEN IN TECH

With 24% representation of women in tech, The Women in Tech (WIT) program was launched to drive greater representation, retention, and inclusion for this community.

Designed to empower, connect, and support the next generation of women leaders in tech roles by providing access and opportunity to advance their careers has been the inspiration behind their desire to drive cultural changes. It is a grass-roots initiative designed by employees for employees, with customized development programs to support women in tech to navigate their careers and create a sense of belonging and community.



**“Being a member of the Black Officer Network (BON) has given me a safe place where I can build a deeper connection with other officers who look like me, and who are also passionate to help attract, retain, connect, expose, amplify, empower, and mentor current and future Black employees at Gap while creating a community foundation to advance and build extraordinary talent through inclusivity. Being an inclusive leader, my responsibility is to create space and support other underrepresented community groups like Women in Tech. When we take care of our people, we take care of the business.”**

**Conrad Meneide**

Head of Gap Tech Operations and Cloud Engineering

# CUSTOMER BELONGING

It is our collective responsibility to ensure that all customers feel both seen and valued across our portfolio of brands. As such, we design with inclusion in mind, taking a holistic approach to authentically reflect the diversity of our customers across our products and experiences.

## EMBEDDING INCLUSION, EMPOWERING PEOPLE

We've found that the key to delivering exceptional products and experiences to our customers is a product-to-market model that allows everyone to champion inclusion. Central to embedding these ideas into every stage of the business is our Customer Belonging team.

They draw upon a platform of tools – our Customer Belonging Ecosystem – that gives our brands the insight and the resources to apply inclusivity to every decision they make.







# POWER OF THE PORTFOLIO

To find a place in the conversation about racial justice and equity, a brand needs authenticity. It also needs honesty and openness when it comes to shortcomings. With this genuine voice, and acknowledgment of systemic issues around social justice, we further build trust with our customers.

Our brands may all have their own unique identities, but they come together around a common commitment to diversity and inclusion. This is grounded in our Authenticity Equation, a framework that is a key component of our Customer Belonging Ecosystem. It provides a new approach to inclusive decision-making and helps us ensure that we reflect the diversity of our customers by highlighting opportunities and allowing us to address them with greater purpose and intent. It recognizes, too, that there is no one-size-fits-all approach to inclusion, and offers a practical approach to drive the conversation around inclusivity and support brands as they move to reflect the diversity of the customers they serve.



Over the last 12 months, the conversation has grown. Athleta has taken women's empowerment to new levels through their partnership with sporting greats such as Allyson Felix and Simone Biles, while inclusivity resonates throughout the work Banana Republic has completed with Harlem's Fashion Row. It is also evident in Old Navy's inspirational Project WE initiative, and the work Gap has produced to champion inclusion through their GENERATION GOOD and Individuals campaigns.



OLD NAVY

Old Navy sets out to make American essentials available to everyone, celebrating the democracy of style through on-trend, playfully optimistic, affordable, and high-quality products. The brand's evergreen product line is rooted in amplifying underrepresented voices year-round.

## PROJECT WE

**“The process of navigating [Project WE] has been nothing short of transformational. Approaching inclusivity work with authenticity, empathy, as well as clarity and focus, is not always easy, but it is how we need to work. Radical candor, audacious thinking, and raw emotion were critical to getting this off the ground, and my hope is that those themes continue to persist throughout the organization. This project has had a tremendous impact on me personally, and I am incredibly grateful for the experience and beyond proud of the work.”**

**Erika Everett**

Vice President Marketing, Old Navy

Launched in 2021, Project WE is a collection of graphic tees designed by diverse artists to imagine a more inclusive world through art. It speaks to the magic of what happens when we invest in creating with audacity from the beginning of the pipeline – and unleash our teams to do the same.

This limited-edition collection honors cultural moments and movements including Black History Month, International Women's Day, Pride, Juneteenth, and Latinx Heritage Month. The collaboration has also given a canvas to some incredible artists to share their visions, and inspire and spark conversation with communities.

The project kicked off with a celebration of Black History Month 2021 and a special edition tee designed by Reyna Noriega, a Miami-based visual artist and educator known for her passion to teach and inspire. Her design is a beautiful representation of women of color, celebrating different skin tones, body types, and hairstyles. For 2022, the second drop of Black History Month tees expanded to feature stunning artwork by not one, but three Black artists: Lo Harris, Temi Coker, and Destiny Darcel. Rooted in expressing their love for Black community and culture, each distinct design explored the artist's depiction of self-love, strength, and legacy.

And the momentum continued into March, commemorating Women's History Month with designs from artist Shar Tuiasoa and graphic designer Shawna X that capture the theme, “the power of a woman.”

In honor of the Project WE collection, Old Navy donated \$1 million over 18 months as part of our long-standing support for Boys & Girls Clubs of America. The money will support youth arts programs across the country and is part of The Imagine Mission, in which the brand is working toward a more inclusive future through art.





Founded in San Francisco in 1969, Gap is an authority on modern American style, with a heritage grounded in denim. Gap has a strong commitment to drive change and amplify the voices of changemakers and culture-shapers. These incredible individuals characterize an optimistic future fueled by creativity, possibility, and unity, which resonates with the brand's mission to forge a positive and inclusive path for people.

### GAP INDIVIDUALS

Gap Individuals fills the gap, the space in between, in which new things – good things – can happen.

Gap continues to champion modern American optimism by amplifying the voices of a collective of unique individuals who are taking action as forces for good and represent the positive impact of being your true self.

Acting on the shared values of inclusion, diversity, sustainability and community, these groundbreakers are changing the paradigm, propelling a real shift in how we show up, represent, listen and learn across generations.

Gap Individuals include JaShuan St. John, Native actress amplifying her Lakota tribe; Chloé Zhao, award-winning Chinese director, producer and writer; Nakia Smith, BASL activist for the Black Deaf Community; and the Ebinum Brothers, Victory and Marvel, Nigerian artistic communicators who use dance as way of speaking about life, ecology, and belonging. Inspired by a unique take on the concept of “15 minutes of fame,” the campaign captured the essence of the individuals in just 15 seconds and showed how their values are a force for good – each one fiercely individual, but part of something greater than themselves.

This Spring, Gap built upon the concept of individuality, celebrating a dimensional cast from all over the world as a collective with distinct backgrounds, experiences, and truths unified by community and self-expression.

The creative features noteworthy champions for social justice, environmentalism, women's rights, and more. They are individuals living their truth, as described so powerfully in the campaign creative by non-binary trans-visibility artist Kai-Isaiah Jamal in

their verse, ‘Dream of Freedom. Dream of Me’:

*And if there do be a dream  
The dream has to include me  
Otherwise ain't gonna sleep  
Or close my eyes just to be  
If it do be a dream  
I hope this dream's dream  
Is for me to be free*

Additionally, the campaign featured legendary Harlem-based fashion designer and style influencer Dapper Dan, known for introducing high fashion to the hip hop world. As a build on the campaign, the designer collaborated with the brand on a limited edition ‘DAP’ hoodie, bringing together two of American fashion's most iconic entities to re-imagine the classic Gap arch hoodie, which sold out in less than a day – twice.



**“Gap continues to amplify the voices of change-making and culture shaping individuals, celebrating who they are and what makes them a true representation of the voices of today. These incredible individuals characterize an optimistic future fueled by creativity, possibility and unity.”**

**Mary Alderete**

Global head of Gap marketing



Banana Republic is a premier lifestyle brand that enhances people's lives through elevated personal style and product. The brand continues to forge strong links with designers of color, sponsoring a unique design competition that debuted at New York Fashion Week, and encapsulated the brand's commitments to diversity and sustainability.

### BR X HARBISON A COLLABORATION WITH HARLEM'S FASHION ROW

In 2021, Banana Republic teamed up with Harlem's Fashion Row (HFR), an organization that creates a bridge between brands and designers of color, to launch a BIPOC-focused sustainable design competition.

The competition provided exposure to creative BIPOC designers and created an opportunity that traditionally lacks in the industry for underrepresented talent.

The opportunity to create a capsule collection with Banana Republic was won by Black queer fashion designer Charles Harbison, famous for his clean, color-blocked dresses, suits, and outerwear, much loved by celebrities including Beyoncé, Solange, and Michelle Obama.

Harbison found inspiration for his collection in his family, especially his mother and grandmother who he remembers returning from work and swapping their work clothes for colorful, elegant outfits that gave them a true sense of confidence and individuality.

Harbison debuted his collection for Banana Republic at the 14th annual HFR Style Awards Gala, an event that kicked off New York's annual Fashion Week, and included guests such as Vogue's Anna Wintour and fashion icon and model, Liya Kebede.

Through the BR x Harbison collection, he brought a new inclusiveness to his designs, making them available to a much wider market. "It's a dream to see my pieces in stores nationwide, particularly where my family can shop," says Harbison. "I'm most excited for customers to see more color, and to walk away feeling hopeful and excited."

Harbison believes that the industry needs to make a conscious effort to support and highlight beautiful products that reflect the vast array of people that make up the fashion machine.

"Inclusivity is inherent to my process, and it's how the best of us approach design," he continues. "A sense of joy, optimism, and aspirationalism is always important for me. And I think it is particularly important to see those sentiments reflected in Black and POC representation today. That, for me, is how my clothes relate to racial justice and equity."

Sustainability was also important to the collection, which used organic materials and natural dyes, and focused on limited water use throughout the design and manufacturing processes.

The collection was a runaway success for the brand, beating financial expectations by double digits and garnering over 1 billion external press impressions.

**"The first person I found beauty in was a brown-skinned, curvy woman – my mom. I'm never not thinking about every shape, size, and shade when I'm designing."**

**Charles Harbison**  
Leading fashion designer



Charles Harbison and his mother Dana Linebarger.



Athleta is a performance lifestyle brand with a mission of empowering a community of active women and girls. The brand integrates performance and technical features throughout its collection to support women across their entire lifestyle.

Athleta partners with successful, strong women – inspiring role models who challenge the old idea of sporting sponsorship, replacing it with a new blueprint that prioritizes authenticity and shared values.

The brand supports its partners beyond their artistic or athletic achievements. It supports them as strong individuals who embody what Athleta stands for, and who are committed to diversity, inclusion, and representation for all.

### **ALICIA KEYS ADVOCATING FOR WOMEN'S WELLNESS**

As part of Athleta's commitment to women's health and well-being, the brand partnered with the 15-time GRAMMY winner Alicia Keys. Together, they are driving awareness of access to women's well-being through co-created product offerings, impact grants, and unique community content.

Alicia has joined the Power of She Fund grant program as a mentor and advisor, working with Athleta to connect with women through community conversations in AthletaWell, the new digital community that offers women a safe place to talk about wellness, health, and purpose.

The first Athleta x Alicia Keys collection in sizes from XXS to 3X was launched to celebrate International Women's Day in March 2022.

### **SIMONE BILES CHAMPIONING THE NEXT GENERATION OF FEMALE ATHLETES**

Simone Biles is one of the world's greatest gymnasts, and Athleta's partnership with her is bringing to life the brand's mission to inspire the next generation to be the best version of themselves. Simone is connecting directly with girls through the Athleta community and helping to develop programs focused on supporting them.

Athleta's work with Simone shows what can be achieved when traditional athletic sponsorship is reimagined. Her involvement with the Power of She campaign has put the spotlight on Simone, but also on the community that empowers her, bringing into focus the collective of women and girls who are her support system. It shows how the coming together of women can ignite each other's limitless potential.

**"I was drawn to Athleta because we both want to encourage women to discover, accept, and own their power. We're all about the uniqueness of women, body positivity, and creating a lifestyle that showcases our immeasurable power within. It's time to thrive – not just to survive."**

**Alicia Keys**  
15-time GRAMMY winner

### **ALLYSON FELIX EMPOWERING MOM-ATHLETES**

Allyson Felix is one of the most decorated track and field athletes in U.S. history, and a voice for equity in women's sports.

As Athleta's first sponsored athlete, she is part of the Athleta Power of She campaign, which celebrates the power of the female collective and seeks to empower women and girls through sports, building confidence and encouraging their authentic voice.

Allyson has also co-designed a collection with the brand's female design team, featuring high performance sportswear for women and girls. The collection has set out to help women feel confident and see their worth, but it also represents the power of what happens when women come together.

Athleta also worked with Allyson and the Women's Sports Foundation to launch the Power of She Fund: Child Care Grants, a first-of-its kind program to help fund childcare costs for professional mom-athletes travelling to competitions. Athleta has made an initial commitment of \$200,000, which helped six U.S. athletes compete at the Tokyo Olympics.

# COMMUNITY BELONGING

We believe in the power of community and its ability to bring about social change. We are using our voice and our power to create collective understanding and shared responsibility, and be a multiplier for good for our most vulnerable and underserved communities.

## POSITIVE CHANGE FOR THRIVING COMMUNITIES

We want to drive diversity and inclusion beyond our walls, to impact change across the fashion industry and the world at large. We are providing opportunities for our employees to learn and connect with each other and their local communities, and to support issues that are meaningful to them and our company.

We know it takes more than generous giving to level the playing field for our most marginalized communities. It takes building relationships with a wide range of organizations to show up as active allies for, and amplify, the communities we serve.



## CREATING ACCESS & THE POWER OF THE COLLECTIVE

### CLOSING THE GAP

We know the best creative ideas come from different perspectives. That starts with creating spaces for diverse talent to learn, to use their voices, and to design with curiosity, courage, and confidence.

But in the current fashion landscape, many talented individuals face structural obstacles to breaking into the industry. Among other factors, this includes underrepresentation at fashion school, lack of paid internships, and biased hiring.

Last year, in partnership with HFR, we awarded 10 grants, worth over \$500,000, to fashion departments at Historically Black Colleges and Universities (HBCUs), as part of our on-going Closing the Gap initiative.

Closing the Gap aims to strengthen educational opportunities for the next generation of Black fashion leaders, and provide a platform that empowers Black students to propel their studies and drive innovation within the fashion industry.

Additionally, together with ICON360 – HFR’s nonprofit partner – we are providing mentoring and internships to students at each of the winning HBCU programs.

Gap Inc. has also sponsored HFR’s inaugural Fashion Playbook, an online video content library featuring stories, tips, and insights from fashion industry professionals. It is helping create greater awareness of the vast opportunities that exist in the industry.

Targeted at young people at school and college, it enables us to address an industrywide issue: inequitable access to opportunities for black talent, specifically for our most creative roles.

**“We are coming together as one to not only address pipeline issues of diversity and inclusion in the industry, but also to help give the next generation the tools and guidance it needs to take the fashion industry to new heights.”**

**Brandice Daniel**  
Founder and CEO of  
Harlem’s Fashion Row



From left to right: Students from North Carolina A&T, one of the Closing the Gap grant-winning schools, visiting with Gap Inc. employees at the company’s New York City headquarters.



Gap Brand CEO, Mark Breitbard; HFR Founder, Brandice Daniel; Gap Inc. CEO, Sonia Syngal; 15PP Founder, Aurora James

### LOWER EASTSIDE GIRLS CLUB

Building on our partnership with the Lower Eastside Girls Club, we sponsored a six-week learning experience for middle and high school students, including classes in Maker Robotics and Fashion Design. We also staged “Gap Day,” when our designers and team hosted workshops and a careers panel.

Members of the E&B team also attended a celebration of the work the club has done around “Opening Doors, Empowering Women, and Building Community Girl by Girl,” and the free, year-round innovative programs in STEM, Arts, Digital Media and Sound, Wellness, Civic Engagement, and Leadership that it offers.

Athleta has also supported the club through its Amplify Artist Series, which celebrates Black female artists and their inspiring work. The brand teamed up with artist

Lindsay Adams, a Black woman living with cerebral palsy, who translates her life experiences into her art. Combining figures, lines, color, and abstraction, her art embraces her struggles, differences, and vulnerabilities, and she uses her platform to advocate for disability equity.

Lindsay’s collection features limited-edition graphic tees for Women and Athleta Girls, along with a CoffeeRun Pouch set showcasing silhouettes and women in motion. In celebration of the partnership and Athleta’s mission to empower women and girls to reach their limitless potential, the brand made a \$95,000 donation to the Lower Eastside Girls Club.

Lindsay personally selected the organization because of their dedication to supporting young women and gender-expansive youth of color throughout New York City.



Gap Day at the Lower Eastside Girls Club

### POWER OF THE COLLECTIVE COUNCIL

We believe that collective action will accelerate our work and be the unifier and differentiator for true system change.

In March 2022, we launched our Power of the Collective Council, assembling a diverse group of changemakers to help drive and influence positive change across the fashion industry and the world at large.

The Council’s strategy is aligned to three pillars: Community, Customer, and Employee. Through this framework, each member will focus on a business sector that leverages their specialized expertise.

Aurora James, founder of the Fifteen Percent Pledge, and founder and creative director of Brother Vellies, was part of the initial vision for this effort and will support the Community pillar as the Council’s Economic Inclusion Advisor.



Council members left to right: Amber Cabral, Aurora James and Leonardo Lawson

Leonardo Lawson, internationally renowned in luxury and fashion brand building, and management consulting, and now Head of YZY Gap, joins the Council to support the Customer pillar as the Creative Impact Advisor.

Inclusion Strategist Amber Cabral joins as the Employee Experience Advisor.

The insight and partnership of these leaders help uncover more pathways to inclusion, create authentic experiences for our customers, and build a stronger sense of community for our teams.

**“The Power of the Collective Council underscores Gap Inc.’s commitment to equality and belonging, and positions them to evolve and grow by leveraging the talents of leaders who have demonstrated impact and change in our respective spaces. I think it’s necessary but also brave for Gap Inc. to lean in this direction.”**

**Amber Cabral**  
Inclusion Strategist



## TAKING THE PLEDGE

Gap Inc. joined the **Fifteen Percent Pledge** as the first advocacy partner in February 2021, aligning with the Pledge's mission of creating a more equitable industry.

Together we are creating a new, unique approach to workforce opportunity. The Pledge is a call to action for major retailers and corporations to create sustainable and supportive ecosystems for Black-owned businesses. While Fifteen Percent Pledge partnerships to date have focused on retailers committing to 15 percent of their shelf-space to Black-owned businesses, Gap Inc.'s pledge offers a different build. We have committed to increase our early empowerment pipeline programs by 15 percent.

Since signing the pledge, we have far surpassed our commitment to create a more equitable industry – creating access through new programs such as the **Create With Audacity Design Apprenticeship**, a 12-month experience launching in September 2022 in partnership with **ICON360's Closing the Gap** initiative.

And we haven't stopped there. In Fall 2022, we're also proud to collaborate with the Fifteen Percent Pledge to relaunch Old Navy's Project WE initiative, with all tees created by artists and designers from the organization's network to continue the brand's mission of uplifting diverse voices and communities.

## THE FIFTEEN PERCENT PLEDGE INAUGURAL BENEFIT GALA

On April 2, 2022, Gap Inc. was honored to attend the Fifteen Percent Pledge Inaugural Benefit Gala. The evening provided a moment to amplify, spotlight, and honor Black-owned businesses, as well as celebrate the brands that have taken the Pledge since its founding in 2020. In less than two years, the nonprofit has recruited more than 28 companies to take the Pledge, redirecting nearly \$10 billion in revenue to Black-owned brands.

Our presence at the benefit was a direct reflection of our continued commitment. We were excited to host 20 company leaders, employees, and brand partners/ collaborators across our family of brands including Olympian Allyson Felix, upcoming Project WE Fifteen Percent Pledge artist Shanée Benjamin, and the incomparable Dapper Dan, who presented the Inspiration Award to none other than Stacey Abrams.

It was the collective efforts of our leaders, employees, and partners that made it possible to bring an incredible body of E&B work together. Together, we both showcased and amplified the power of our portfolio.



Kisha Modica with the Power of the Collective Council Leonardo Lawson, Aurora James, Amber Cabral



Olympian and Athleta Partner, Allyson Felix

# OUR FUTURE

Becoming the most inclusive company in the world is a big challenge. It takes time and energy, two of our most precious commodities in today's environment. And yet, we believe it is our audacious mission that will inspire us to do more each day to accelerate the pace of change.

This past year made us examine more closely the bigger things, like the systems that govern legal, social, political, and business environments, as well as the smaller things that shape our daily experience, including the everyday behaviors that make people feel like they belong, or leave them disconnected and void of a sense of community.

No one company can solve systemic and long-standing racial inequities alone. However, we can continue to work in partnership with those who have expertise, long-term commitment, and community followership, to leverage their unique vantage points and our collective size and scale to drive systemic change.

We've had time to reflect on the work outlined in this year's report, to identify where we've been able to break ground and accelerate our efforts, as well as where we'll have to appropriately pace and sequence the work – testing, learning, and iterating over time.

We have built a strong foundation, years in the making, but there is still significant room for growth and improvement. Looking ahead, we must take our momentum of the past year and meet it with increased speed, efficiency, and accountability.

And as we anticipate continued periods of social and political unrest and global economic challenges, we will continue to evolve our strategies – facilitating togetherness, transparency, and even greater progress.

This report is powered by our people – our greatest asset. Thank you to our employees, customers, and community partners who are helping us confront barriers to greater inclusion.



E&B REPORT 2022

**CREATE FOR ALL,**



**WITH ALL**

Gap Inc.