



**CREATE
FOR ALL,
WITH ALL**

Gap Inc.

Equality & Belonging
Mid-Year Report 2021

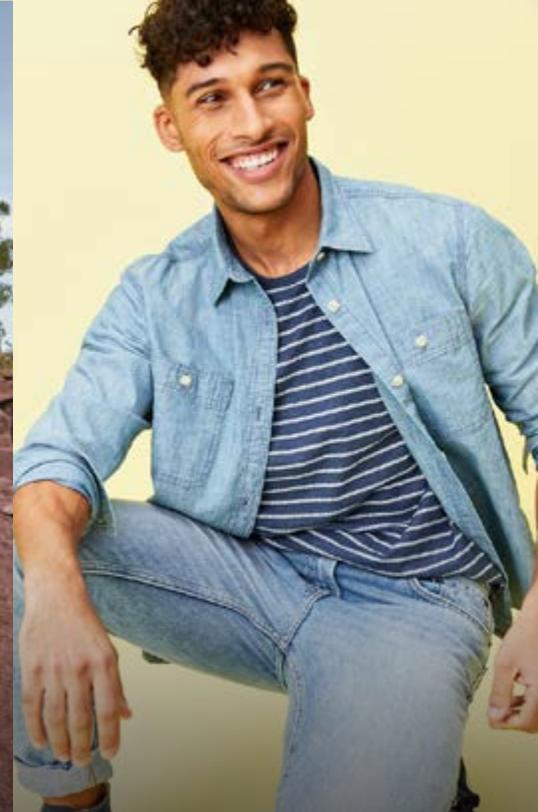
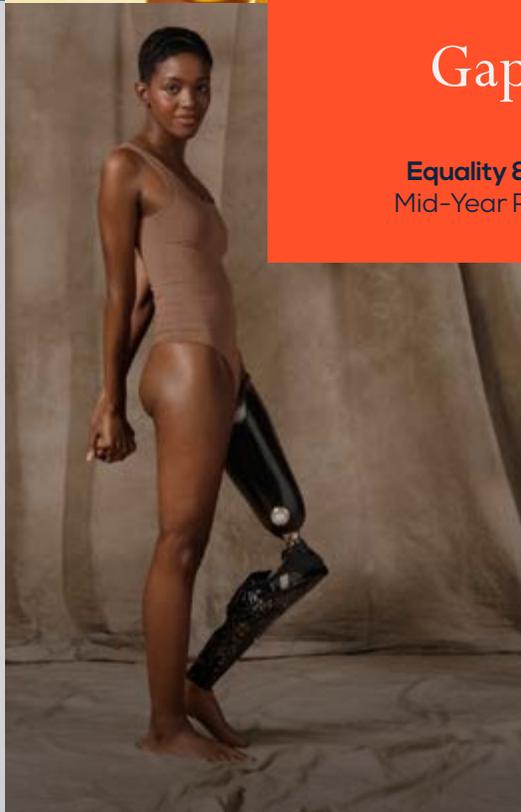


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About This Report

This is Gap Inc.'s first stand-alone Equality & Belonging (E&B) report, summarizing developments, actions and progress toward our Create for All, with All 2025 Commitments.

Gap Inc. has previously provided updates on its diversity and inclusion initiatives through its [annual company](#) and [sustainability reports](#). This report primarily focuses on U.S. programs and activities between June 2020 and April 2021, unless otherwise noted. All data included in this report is from fiscal year 2020 (Feb 2020–Jan 2021). We are committed to publishing this report on an annual basis starting 2022. More updates and stories about Gap Inc.'s E&B and sustainability programs and commitments are available at [gapinc.com](#). We have not obtained external assurance for this report.

Message from Sonia Syngal

CEO, Gap Inc.

The idea that we all deserve to belong – and on our own terms – is core to who we are and how we run our business. Our journey to be the most inclusive company in the world began 52 years ago when our founders opened a store with an equal stake and created an experience fit for all. In 2020 – a year filled with disruption – we faced hard truths and, as a company, articulated our north star to be Inclusive, by Design.

It will take all of us working together to create lasting change. We will devote all that is necessary because there is simply no exception to inclusion. With the launch of this inaugural report, I'm grateful to those who are leading our transformation – digging in every day and continually raising the bar to build a culture of belonging for all. This is the power of our values. And our work is never done.



Sonia Syngal



Message from Sheila Peters

Chief People Officer, Gap Inc.

Our long-standing legacy of support for human rights and social causes is tangible and measurable. Still, this pivotal moment demands that we deepen our resolve and drive with even greater urgency – because we know that when inclusion isn't optional, a new world of possibilities opens.

As we take stock in what we've achieved and the work that still lies ahead, I am humbled by the passion and commitment of our teams – more than 100,000-strong and a portfolio of purpose-led lifestyle brands that reach millions around the world – to do what's right.



Sheila Peters



Message from Kisha Modica

Head of Equality & Belonging, Gap Inc.

Our collective consciousness received a massive call-to-action last year, compelling a response to what many characterized as two global pandemics: COVID-19 and systemic racism. And we responded by anchoring to our values, leveraging our platform and mobilizing our teams to commit to a better future for all.

2020 also sharpened the massive toll systemic inequality, racism, discrimination, bias and exclusion have taken on American society. These challenges infiltrate every system, from education to employment, healthcare, criminal justice, politics and business.

Having bore witness to the unprecedented devastation from both global pandemics, I am more acutely aware of my privilege, as well as my social conditioning and racial trauma. Recently, I sat down with one of our long-standing partners, Inclusion Strategist Amber Cabral of Cabral Co., to reflect on the past years' pressures, learnings and considerations as Gap, Inc. journeys to become the most inclusive company in the world.

Reckoning with Systemic Challenges

A crisis is a multiplier of exclusion, and pre-existing social vulnerabilities only get worse following a disaster. COVID-19 will hopefully recede, but the deepening consequences of inequality will remain. We see it real-time in retail, where women and People of Color hold 60% of jobs. These are the same groups that the pandemic

has disproportionately impacted. This means Gap, Inc. employing 76% women globally and 55% People of Color in the U.S. has an opportunity to make a significant impact and work hand in hand with our employees, customers and community partners to help identify the critical intersection between racial equality, retail and government to create better outcomes for all.



We must be purposeful about embedding inclusion in every aspect of our work.



The work of inclusion has forever changed. No longer can inclusion practices rest on what feels comfortable: surface-level enlightenment, annual trainings and heritage month celebrations. We must be candid about how structural racism has contributed to stark and persistent racial disparities in wealth building and financial well-being. We must always consider the impact of identity on experience: from the consumer to employee to the communities we serve. If we are to counter the exclusion that has been laid bare over the last year, we must be purposeful about embedding inclusion in every aspect of our work. This means speaking with candor, leaning into opportunities to learn and evolving in ways that genuinely celebrate and include diversity among us.



Setting the Foundation for Change

Last year, we publicly outlined our [2025 Equality & Belonging Commitments](#) and began to lay the groundwork for a racial equality agenda. It focuses on doing more to be a force for good, driving systemic change both inside and outside our walls, and enabling a culture of belonging for our teams, customers and communities.

In the year that has passed since, we've remained steadfast in our approach to make space to listen, learn and dig deep by continuing our listening sessions, anti-racism learning journey, internal and external community building and evaluating our culture and talent practices from "hire to retire."

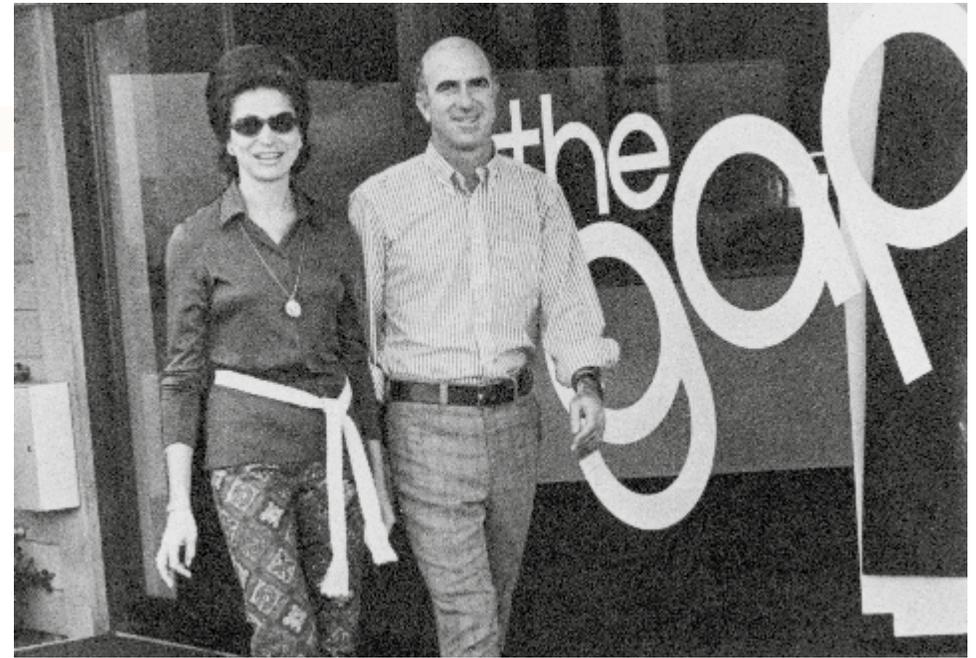
I'm incredibly proud of the progress we have made thus far to support today's necessary and fundamental work and the strategic, game-changing efforts of the future, including investing in and growing the Equality & Belonging team to help drive holistic change throughout our company. Together, we are charting a path forward to break down barriers to economic opportunity to advance social and racial equity.

Kisha Modica

Our Values

Gap Inc. was founded with equality and inclusion built into our DNA: in 1969, Doris and Don Fisher started the company with the same equity stake, back when most women weren't expected in the building, let alone in the boardroom.

This simple but meaningful fact helped pave the way for our business, guided by a north star of being Inclusive, by Design in everything we do. We believe that when you decide that inclusion isn't optional, not only do the gaps between us close, but a whole new world of possibilities opens. This simple idea – that we all deserve to belong, and on our own terms – is core to who we are as a company and how we make decisions. We began by hoping to bridge a generation. Today, we think inclusion is going to change the world.



Bottom Photo Doris Fisher, Gap Inc. Co-founder and Sonia Syngal, CEO, Gap Inc. **Top Photo** Doris and Don Fisher, Gap Inc. Co-founders

Our Vision

Today, this foundation of respect, equality and belonging translates into a strategic framework that guides our path forward. What’s most inspiring about this framework, however, is that nothing we do happens in silos – everything is connected to both our internal team and the work of Gap Inc. in our Equality & Belonging Ecosystem.

It became clear for us that it is our collective responsibility to ensure that we are Inclusive, by Design. It takes the full-time focus of an experienced and dedicated team to elevate our efforts and accelerate our vision for inclusive excellence. We’ve taken a critical step toward achieving our diversity, equality and inclusion goals, by creating the infrastructure and the necessary conditions for success.

Since 2020, we have expanded our Equality & Belonging team to partner closely with diverse business partners and functions – including senior leaders, brand teams, employee resource groups, the Color Proud Council and the ESG teams. This embeds Equality & Belonging into every part of our company.

Our Purpose

Inclusive, by Design. We believe that when you decide that inclusion isn’t optional, not only do the gaps between us close, but a whole new world of possibilities opens.

Our Mission

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

Our Strategic Pillars

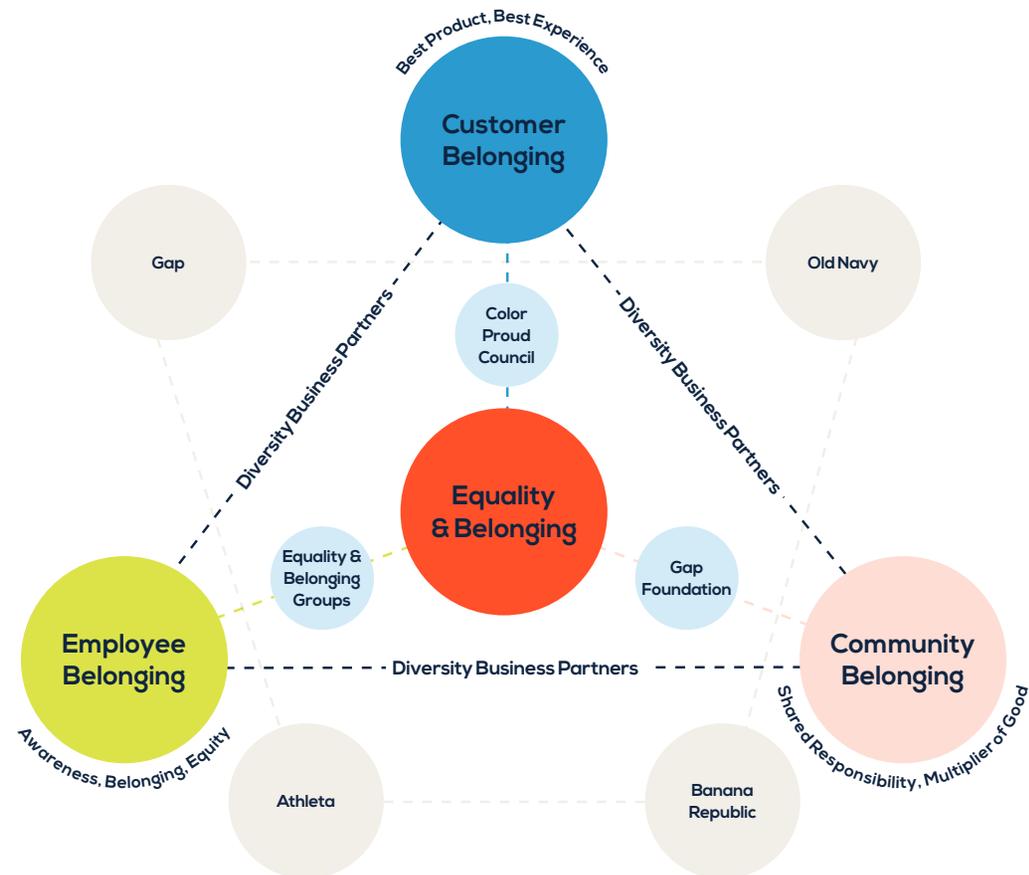
Employee Belonging focuses on our most valuable asset – our people – and creating a culture of inclusion where everyone feels they belong and can reach their full potential.

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.

The **Diversity Business Partners** operate as a network of embedded roles across our brands and functions that provide end-to-end oversight of the Equality & Belonging framework and the implementation of enterprise strategies and goals to support our 2025 commitments and beyond.

Our Equality & Belonging Ecosystem



What We Stand For

Through our Create for All, with All 2025 Commitments, we are using our platform to unlock opportunities for our employees, our customers and our communities.

Our Employees



We are fostering a deep sense of belonging for our teams.

Transparency: To complement our historical reporting on global employee gender data and overall U.S. race and ethnicity data, we commit to regularly sharing information on how our employees identify their race and ethnicity, including at the store and headquarters levels.

Representation: We will double the representation of Black and Latinx employees at all levels 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.

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. Since then, we've conducted annual reviews of our pay data by gender. Starting in 2020, we had an external firm assess our pay data by race for all U.S. employees, and we're committed to fixing any disparities we find.

Our Customers



We are ensuring that everyone feels seen in the products we make and sell.

Create for all, with all: As we push for change within the fashion industry, our brands will build and expand initiatives to create dedicated product inclusion strategies, with a particular focus on Black and diverse consumers.

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 talent and partners.

Online and store experiences: Our brands do not stand for the few – they are Open to All, and we'll continue to find ways to show up in a bigger way to authentically serve all of our customers and communities. This includes anti-racism trainings as part of our ongoing employee and customer belonging initiatives.

Our Communities



We are changing systems for good by turning up the volume on underrepresented voices.

Civic engagement: Participating in our democratic process is a vital right. That's why we're committed to removing roadblocks so that employees don't have to choose between voting and work.

Access and pipeline: We'll achieve diverse representation in our pipeline programs through internships, our long-standing This Way ONward program and partnerships, with a concerted effort to increase representation of Black talent by 2021.

Policy and advocacy: We'll use our platform to support and influence work to end racial inequality. Through our relationship with partners, we'll engage with our customers, schools and communities on the topic of racism and social injustice, and we'll take a stand on issues that drive systemic structures across our industry. We'll also work with community partners to combat inequality and promote economic inclusion.



Leading with Transparency

Continuing to build a culture of inclusion, belonging and equity requires transformation: an in-depth shift in practices, norms, culture and composition.

As we addressed the impacts of COVID-19 on our business and lead our company through a challenging period of economic uncertainty, we came together to reimagine how we would deliver on our commitments, support our employees, and build back together with our communities and industry partners.

The demonstrations of collaborative real-time problem-solving under the unique pressures at work and at home exemplified some of the innovation and focus that we hadn't seen previously and set a standard for our future ways of working.

As workplaces evolved overnight from physical office spaces to virtual work environments, we successfully built high-impact and inclusive digital communities, prioritizing diversity and inclusion resources, content and programming – ensuring the unique needs of our most vulnerable communities were not lost in our efforts to build rapid, scalable solutions. And despite having to make difficult headcount reductions due to the global and local pressures of the pandemic, we maintained our diverse representation over the year.

We've long been an Equal Opportunity employer with a Zero Means Zero Policy designed to keep people safe from discrimination, harassment and retaliation. Now we're going a step further. We've established an Equality & Belonging Policy. That means we don't just condemn racism, sexism and other discrimination – we fight against it through ongoing education, a commitment to inclusive behaviors and intentional, consistent and equitable decisions.

We have a firm and long-standing commitment to pay equity. In 2014, Gap Inc. made history by becoming the first Fortune 500 company to publicly confirm it pays men and women equally for equal work. Beyond gender, we remain steadfast in our pursuit of racial equality and a culture of belonging for all.



Working with the Equality & Belonging Team, the Color Proud Council and partners such as Harlem's Fashion Row has taken something that felt like the right thing to do and made it a business-critical opportunity. This experience has brought me much closer to the teams and their stories, and that has made me a better leader and manager.

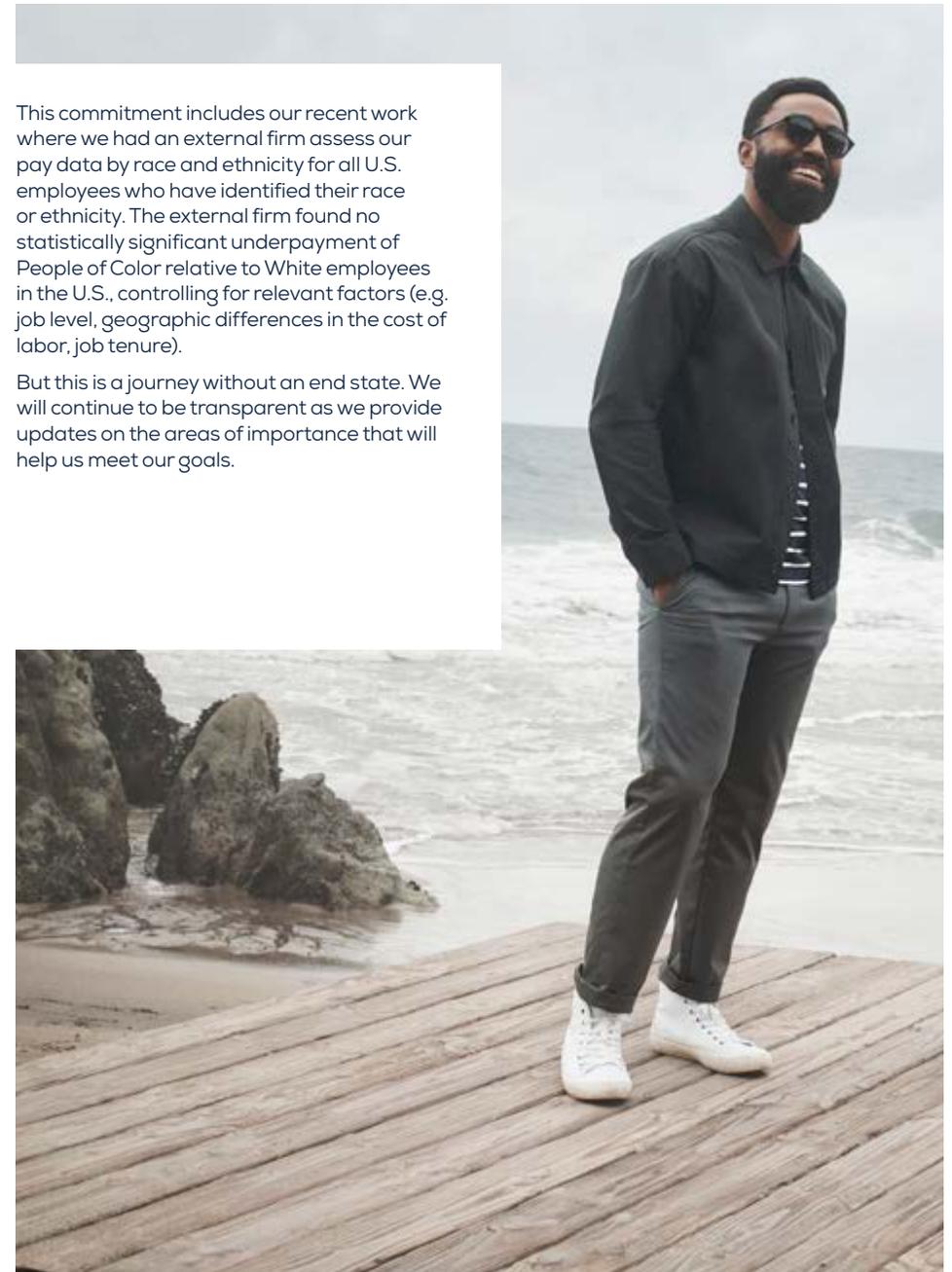


Mark Breitbard,
President & CEO Global Gap
Brand, Franchise, Strategic
Alliances & Licensing, Gap Inc.



This commitment includes our recent work where we had an external firm assess our pay data by race and ethnicity for all U.S. employees who have identified their race or ethnicity. The external firm found no statistically significant underpayment of People of Color relative to White employees in the U.S., controlling for relevant factors (e.g. job level, geographic differences in the cost of labor, job tenure).

But this is a journey without an end state. We will continue to be transparent as we provide updates on the areas of importance that will help us meet our goals.



Our People Data

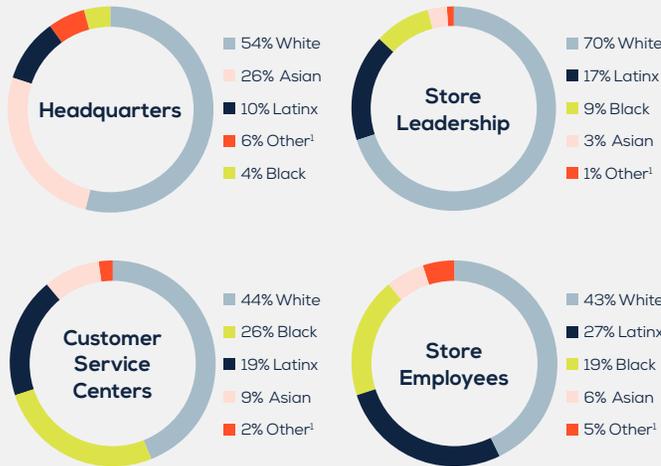
While we have taken significant steps toward our representation goals and made progress, we are not yet where we aspire to be. We know we must sustain, deepen and accelerate efforts already underway to increase representation of Black and Latinx talent.

Diversity without inclusion is not enough. Building a diverse talent pipeline is a requisite and positive step, but once inside, it is the employee experience – the individual’s sense of belonging – that determines whether they are able to contribute to their fullest potential.

Strengthening our workforce diversity and inclusive culture will be a relentless effort. We are committed to the development, well-being, advancement and retention of our teams and know that one of the keys to increasing representation in our workforce is to support early talent through our internships, apprenticeships and development programs. As a result, we nearly doubled the Black and Latinx representation of our Rotational Management Program, the premier destination for top entry-level talent.

We are also committed to transparency. Since 2013, we have publicly reported our global employee gender data and overall U.S. race and ethnicity data, and starting in 2020, we began regularly sharing additional data on how our employees at both stores and headquarters identify their race and ethnicity.

FY2020 U.S. Ethnicity



FY2020 Global Gender Representation



¹ Other: Native American and 2+ races

How Our Legal Team Is Cultivating Radical Inclusion

Our legal team’s story is a case study on how long-term investments can improve representation and create a culture of radical inclusion. An early supporter of Diversity Lab’s Mansfield Rule initiative – which requires that at least 30% of the candidate pool for legal leadership roles are women and attorneys of color – the team has taken a deep look at what it takes to build equality and belonging into their department. This has influenced how they source and interview prospective talent and standardize inclusion for every employee – starting on day one.

Today, our legal team shows up for inclusion inside and outside our business through their pro bono and volunteer efforts, by being contributors, mentors, speakers and board members for several organizations that reach underrepresented groups – including the Minority Corporate Counsel Association, Diversity Lab, the California Minority Counsel Program, the Leadership Counsel on Legal Diversity and the Bar Association of San Francisco among others. We are proud of our legal leadership team – six of the eight (including our Chief Legal Officer) are women, and five of the eight are People of Color. They are modeling what equality and belonging looks like in law.



How We're Driving Change

For Our Employees, Our Customers and Our Communities

62%

of Rotational Management Program participants identified as BIPOC² in 2021, of which

32%

identified as Black and Latinx – nearly twice that of the 2020 class

99.7%

of job descriptions below vice president level no longer have education requirements

Hosted 29

Real Talks and 10 Allies & Advocates workshops with Inclusion Strategist Amber Cabral, unpacking tough topics like systemic racism, unconscious bias, microaggressions and the critical role of allyship

Over \$500K

donated to HBCU³ design departments to support infrastructure and scholarships, in partnership with Harlem's Fashion Row's "Closing the Gap"

Offered 48

Be Well + Stay Connected speaker series conversations, focused on the importance of mental health and wellness throughout the COVID-19 pandemic

3.5 million

masks and face coverings donated to community organizations in response to the COVID-19 pandemic

Provided 25 student scholarships

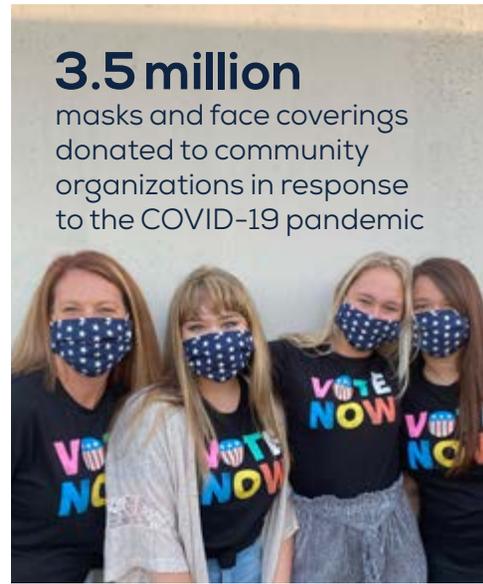
and sponsored 28 employees to attend AfroTech World 2020, the largest Black Tech conference in the U.S.

² Black, Indigenous and People Of Color
³ Historically Black Colleges and Universities

Awards and Recognition



TOP 100 COMPANY 2020
Diversity and Inclusion Index





“At Gap Inc., we’re committed to making space for radically candid and authentic conversations where employees feel valued, safe and a deep sense of belonging.”

What Belonging Means to Us

By fostering a deep sense of belonging for our teams, we are building the foundation necessary to drive systemic, sustainable change within our business and beyond. We believe that the more diverse and inclusive our team becomes, the higher our creative potential as a company.

Three ambitions guide our approach:

Inclusive leadership culture: We are creating a leader-led, high-performing culture by offering learning experiences that build inclusive habits and practices. We aim to help every employee progress from awareness to allyship.

Sense of belonging for all: We are building community and connectivity to support our employees wherever they are. Our employee-led Equality & Belonging Groups are helping amplify diverse voices and inform our business practices and decisions.

Workplace equity: We aim to create practices, policies and employee benefit programs that are inclusive for all. We are evaluating our practices from “hire to retire” to identify areas to remove bias, and to enhance access and equity.



Championing Inclusion

At Gap Inc., we're committed to making space for radically candid and authentic conversations where employees feel valued, safe and a deep sense of belonging.

To effectively engage communities of color, creating safe spaces and establishing trust is paramount. We set the tone at the top with CEO, Brand and Functional leader-led listening sessions with our Black and Latinx employees to better understand their workplace and community experiences. We then expanded our listening sessions to the broader community through leader-led forums and town halls. And to better capture employee sentiment on inclusivity, we created a Sense of Belonging Index and integrated it into our Your Voice. Our Future. employee surveys.

Balancing the nuance and complexity of this human testimony with the precision of data, we were better able to prioritize meaningful action and address the most urgent needs of our communities: visible leadership engagement; open and transparent dialogue; a focus on well-being, mentorship and sponsorship; and racial equity tools and resources to educate and inspire collective change.

Focused on creating shared understanding, common language and identifying desired shifts in behaviors, we started our anti-racism learning journey with a new global "Real Talk" series facilitated by Inclusion Strategist, Amber Cabral, focused on the complexities of systemic racism and how to overcome our own biases, remove barriers to inclusion and make more inclusive decisions.

Building on our collective learnings and commitment to educate and inspire change, we have reimaged our learning portfolio to now include mandatory racial equity training as well as the design and integration of inclusion and equity content in employee onboarding, new leader workshops, inclusive design courses, and our Be One. Get One. mentoring program focused on cross-cultural mentorship. To establish shared accountability to role-model inclusiveness in day-to-day behaviors and decisions, we also embedded "Championing Inclusion" into our core company values and invested in Allies and Advocates Workshops.

And as our Black community and allies openly shared and mourned the deaths of Ahmaud Arbery, Breonna Taylor, George Floyd, and stood together in support of #BLACKLIVESMATTER, we also witnessed a rise in overall hate crimes against our Asian community and an increase in anti-LGBTQ sentiment. To address these real-time issues, we partnered with our Equality & Belonging Groups and Benefits team to host "Safe Space" conversations and group therapy sessions, as well as provide culturally relevant resources and services that kept employee well-being and psychological safety front and center for our most vulnerable and impacted communities.



Learn more about Gap Inc. employees using their voice for good:

[Old Navy Brand Voice Leader Speaks Out Against AAPI Hate](#)

Building and executing strategies to minimize the impact of oppression, inequities and systemic racism without addressing the mindsets, behaviors and dismantling the systems that uphold them, is a zero-sum game. To identify opportunities to create more equitable workplace experiences, we conducted a holistic analysis of our talent practices. This led to the removal of education requirements from 99.7% of job descriptions below the vice president level and the complete removal of "years of experience" from job descriptions – instead listing specific skills required or level of expertise

in a specific field, broadening economic opportunity for those who might not have traditional two-to-four-year degrees but possess the skills and experience. We are also identifying new ways to attract talent through partnerships focused on creating pipelines for underserved communities, and by investing in BIPOC students earlier in their academic careers. In 2021, our new Closing the Gap program will offer students the opportunity to develop new skills, build their resumes and learn about careers in retail earlier in their academic journey.

Amplifying Diverse and Creative Voices

Our commitment to amplifying Black voices in our creative space is not limited to partnering with talent outside our organization. It starts with our employees – fostering belonging, advancing dialogue about the Black experience and amplifying the work of Black creatives that has often been overlooked and appropriated without credit across the fashion industry. Building off a powerful 2020 employee-led Black History Campaign, "I Am Black And __" focused on intersectionality and Black America's influence on global culture, we have remained focused on bringing community front and center and elevating the voices, stories and creative work of underrepresented groups. So, when Gap brand and Black@Gap Inc. announced a call for Black creatives to submit innovative designs for the Gap Collective spring capsule for Black History Month, we needed to amplify the Black voice at Gap Inc. Not as a monolith – but instead reflecting the profoundly complex and beautiful composition of Black voices – in their own words and expressed through their original artwork, drawing on different aspects of their identity and culture. Check out the stories of our employee artists [here](#).

Teen Transgender Advocate Testifies Before Congress

Stella Keating, a 16-year-old sophomore who works part time at Old Navy, has always been interested in advocacy, speaking before her local school board at nine years old. In 2021, she became the first transgender youth to testify before the U.S. Senate to support the Equality Act, landmark legislation that would protect LGBTQ people from discrimination nationwide. A bill that Gap Inc. has supported since its inception. Stella testified as part of an initiative led by the GenderCool Project, an organization Gap brand has partnered with since 2017 to champion transgender and nonbinary youth featured in our #NxtGenGap campaign. We're proud to support Stella, who is using her voice to effect change. As she puts it: "I want the world to know that I'm a leader and no one is too young to understand equality for all."

Giving a Voice to Belonging

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) over 15 years ago.

As a pivotal part of our commitments, we continue to invest in the evolution and growth of these groups to grow our community of allies, cultivate meaningful employee experiences and amplify diverse voices to better inform our business practices and decisions.



API @ Gap Inc.



BLACK @ Gap Inc.



HOLA @ Gap Inc.



PARENTS @ Gap Inc.



PRIDE @ Gap Inc.



VETERANS @ Gap Inc.



WOMEN @ Gap Inc.



Our dedicated veterans and military spouses bring a unique perspective, transferable skills and unmatched leadership experience. I look forward to developing an inclusive network of military employees who can relate to each other, learn from one another and build meaningful relationships.



Rachael Kennedy, incoming VETERANS@Gap Inc. Leader



As a Black woman, my experiences and background are different from most, and I want my authenticity to be celebrated. If more people embraced individual differences, we could eliminate societal expectations around workplace environments. I wouldn't be here without Black leaders caring about my development, so I wanted to provide the same support to others.



Carrie Thomas, former BLACK@Gap Inc. Leader



Growing up not feeling accepted for being gay has inspired me to help others who are underserved, harassed, persecuted or sidelined. Leading PRIDE@Gap Inc. enables me to magnify our inclusive values, amplify the voices of PRIDE members and foster community and connection.



Timm Zywna, PRIDE@Gap Inc. Leader

Embedding Inclusion, Empowering People

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

Three ambitions guide our approach:

Inclusivity within the product-to-market model: Creating for all, with all requires a product-to-market model that empowers everyone to champion inclusion in delivering exceptional products and experiences to the customer. Our Customer Belonging brand leads employ a “zero distance to the business” approach, partnering with cross-functional teams to embed inclusivity into every stage of our operating model – from concept through to in-store and online. At the core of this approach lies the Customer Belonging Ecosystem, a platform of tools and resources that enables brands to lead with an inclusive lens and filter in every facet

of their decision-making. Within the ecosystem, our Customer Belonging Pillars help brands understand and consider intersecting aspects of customers’ identities, including disability, race and ethnicity, size, gender and sexuality, age and life stage and religion.

Diversity of the customer file: To build a customer base that reflects the global diversity of our communities, Customer Belonging is partnering with the Consumer Insights team to create a new customer tracker that will allow us to set customer diversification goals and track our progress.

Impact across the industry: We strive to position Gap Inc. as a center of excellence for retail product inclusion, sharing innovative approaches, tools and best practices to maximize industry impact.



“We strive to position Gap Inc. as a center of excellence for retail product inclusion, sharing innovative approaches, tools and best practices to maximize industry impact.”



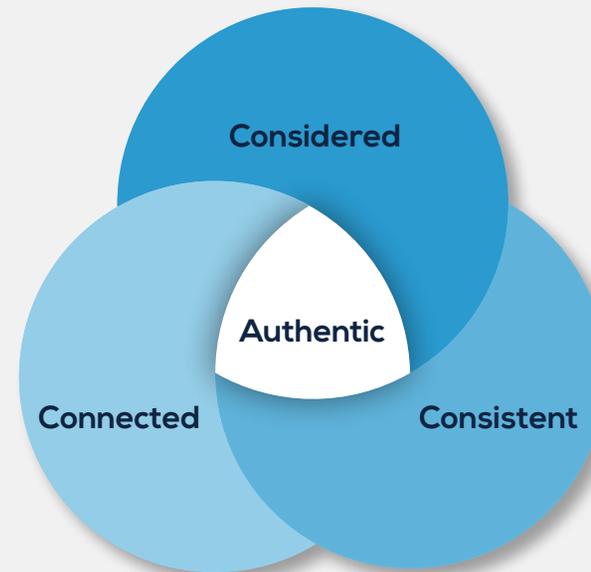
The Authenticity Equation

Our newest tool, **The Authenticity Equation**, is a framework that both outlines best practices and provides a practical approach to inclusive decision-making through three components of “authenticity” – considered, connected and consistent.

Authenticity is quickly becoming an industry buzzword. It seeks to describe whether a brand/product/experience feels true, real or genuine. As we strive to ensure all customers feel seen and valued in the work of our brands, we are being intentional about doing so in a way that authentically reflects both where we are in our journey and what’s most important to our communities.

As the latest addition to our wider Customer Belonging Ecosystem, The Authenticity Equation has become a critical component of our approach. Through hindsighting our work, this logic model has highlighted our opportunities and allowed us to be more intentional about addressing them as we embed inclusivity to deliver ownable, authentic expressions of our brands. While we recognize that there is no one-size-fits-all approach to inclusion, we are excited to share this framework to drive a new conversation within the industry, providing a tool for organizations to both evolve their decision-making and reflect the diversity of the customers they serve.

The Authenticity Equation = Considered + Connected + Consistent



1. Considered approach

Start by asking good questions: Take the time upfront to get clear on why you want to pursue this concept to better enable an intentional product/experience process at every milestone.

Tops down, bottoms up approach: Prioritize approach at the leadership level to ensure alignment on cross-functional execution.

Outside matches inside: Ensure external messages are reflective of the current sentiment/experiences of your employees.

Purposeful output: Guarantee all content, product, stories and initiatives go deep and are considered through the lens of the brand’s core mission/filters from the beginning.

2. Connected process, connected output

Leveraging the power of the portfolio: Share strategies cross-brand, cross-functionally early on in the planning process (e.g. hindsight).

Employee community insight: Engage resource groups upfront to capture community voice: “nothing about us, without us.”

Planful execution: Utilize the same amount of care/consideration as is deployed in the rest of the line throughout the product-to-market process.

End-to-end, multi channel expressions: Ensure engagement shows up everywhere: brand site, store and all social channels.

3. Consistent engagement

Year-round storytelling: Show brand’s community investment through year-round products and experiences – not only during heritage months.

Long-term equity building: Lead with brand’s values through commitment to advancing underrepresented communities: financial investment/donations, scholarships, sponsoring events, building talent pipelines.

Keep the energy: Live up to your company’s commitment to diversity, equity and inclusion by continuing to show up for communities when the immediate urgency of a large moment/movement abates.

The Color Proud Council

Founded by two merchants in 2018, the mission of the Gap Inc. Color Proud Council is to increase the bottom line through diversity and inclusion. Comprised of employees and leaders from across our brands and functions, the Council implements strategies to impact both product and customer experience:

Product: Educate, influence and empower the cross-functional teams to create product for all, with all. Drive inclusion throughout the product life cycle by sharing inclusive strategies, instituting pipeline checks-and-balances and providing tools/resources that support more inclusive product decisions across all brands.

Experience: Ensure that every customer touchpoint is approached through an inclusive lens. Amplify our store, online and social experiences to be welcoming and inclusive to the broadest representation of our customers.

As an extension of Customer Belonging, the Council champions inclusion through a “for the business, by the business” approach that inspires new ways of working, promotes cross-brand collaboration and learning and encourages all voices to have a seat at the table. Successful council initiatives include integrating inclusion principles into the product-to-market pipeline, creating new training materials centered on inclusive design and launching the Banana Republic True Hues Collection, a range of products for every skin tone that challenged the industry’s definition of the word “nude.”

The Business of Inclusion

As an Executive Sponsor for BLACK@ Gap Inc. and the Color Proud Council, Chris Goble, Chief Product Officer and General Manager, Gap North America, understands the importance of engaging brand leaders in championing and embedding inclusion.

“The reason that inclusivity is so important for our brand is because representation matters to our customers and our employees. Customers and employees want to shop and work for brands that align to their values and represent who they are. We are inclusive by design, which means we create products, experiences and marketing with customer inclusivity at the center of our process.

We continue to ask the teams to be customer-curious,” he adds, “and remind them that we will not get it right all the time – and that’s okay. We are consistently talking about progress over perfection.” Through the power of partnership, we are making strides toward empowering everyone to lead with inclusion in the work they do for our customers – and, for Goble, the impact of that work has been instrumental. “Working with Equality & Belonging has been some of the most enlightening and rewarding work that I have participated in in my 15 years with Gap Inc. To have internal experts in the inclusion space working in partnership with our product and marketing teams to co-author our inclusive by design principles has been a total game changer and invaluable to our process.”

COLOR PROUD
COUNCIL



The Power of the Portfolio

Through our purpose-led billion-dollar lifestyle brands, we are creating moments that reflect the future of our industry – a future that allows all people to see themselves in the products we design, market and sell. See the brand highlights below for the power of our portfolio in action.



Athleta | All Powerful

In 2021, Athleta launched its inclusive sizing extension, with more than 350 styles available in sizes 1X-3X. Instead of a separate “plus” line, the team worked with thousands of women of all body types to ensure the customer could shop an all-inclusive experience. In response to some negativity on social media, featured model Roxy Reyes stood up for the beauty of inclusivity on [Instagram – the brand’s second most liked post of all time.](#)



athleta @theroxyreyes

Sharing these words from our powerful model-athlete, Roxy, in response to comments on a recent image. When women support one another, when we love one another, that’s when we feel the #PowerOfShe. Together, this community can make a difference and move us forward.

Banana Republic | True Hues

What began in 2019 through a collaboration with the Gap Inc. Color Proud Council now includes 17 foundational wardrobe pieces and 11 hues designed to complement every skin tone. The Spring 2021 campaign features allies who embody diversity across body type, gender identity, skin tone, ability and background.



Gap | The Gap Collective

Launched as an ongoing collaboration celebrating the spirit of activism, The Gap Collective features artists honoring moments such as the 2020 presidential election and Black History Month. As Stephennie Factor, Gap Inc. Tech Designer and featured artist, says: “There has never been a better moment than right now – and always – to speak up and be vocal.”



Old Navy | Project WE

This collection of limited-edition graphic tees, designed by diverse artists, honors cultural moments including Black History Month, International Women’s Day, Pride, Juneteenth and Latinx Heritage Month. Old Navy also donated more than \$1 million to Boys & Girls Clubs of America and Canada to support youth arts programs.





“We are optimizing our platform to support and advance our most historically marginalized communities to end racial inequality and effect real change across the fashion industry and the world at large.”

Positive Change for Thriving Communities

At a time when the call for fundamental social change is more urgent than ever, our work in the community centers on our ability to use our voice and power to create collective understanding, shared responsibility and be a multiplier for good. We are optimizing our platform to support and advance our most historically marginalized communities to end racial inequality and effect real change across the fashion industry and the world at large.

Three ambitions guide our approach:

Early-career access for youth and underserved communities: Through exposure and education, we are creating paths to invest in the next generation of diverse leaders to alter the face of the retail industry.

Diverse community partnerships: We've built strategic partnerships that align with our commitments and enable us to engage underrepresented talent, build trust within the community and focus on inclusive outreach practices that build diverse pipelines that lead to jobs in our industry.

Multiplier for good: We will serve as a recognized leader for advocacy, civic engagement and systemic injustice reform to build social capital and drive economic inclusion for historically marginalized communities.



Power of the Collective

Our established partnerships, with organizations focused on racial and social equity initiatives, work to drive our ambitions forward and deliver on our commitments to the communities we serve.

Early career access for youth and underserved communities: Closing the Gap, launched through our ongoing partnership with Harlem's Fashion Row, aims to strengthen educational opportunities for the next generation of Black fashion leaders by offering financial awards to fashion departments at HBCUs. This initiative supports our enterprise vision to Create with Audacity. The funding will enable select HBCUs to invest in their infrastructure and their students through scholarships, mentorship and a Gap Inc. Faculty Advisory Council. This program seeks to both improve equity in fashion, an industry-wide request, and hold true to our commitment to change the face of the industry by providing opportunities to Black talent.

Diverse community partnerships: With a core purpose of being Inclusive by Design, Gap Inc. supported the launch of the CFDA Impact Fund, an initiative to create opportunities for underrepresented and underserved communities in fashion. The Impact Fund will identify, connect, support and nurture Black and Brown creatives and professionals in fashion, furthering their mission of advancing American style by including diverse talent in every facet of the industry. Aware that the lack of paid internships is often a barrier to entry for the BIPOC community, a portion of the proceeds will provide paid internships to BIPOC creatives. Initiatives like CFDA are key to meeting our commitments of making concerted efforts to increasing representation of Black and Brown talent across our functions.

Multiplier for good: We know that our business succeeds when everyone is given a chance to thrive. As part of being an Inclusive by Design company, we are proud to be a founding member of the Second Chance Business Coalition (SCBC) through our partnership with Business Roundtable. The Coalition will help employers like ourselves to tap into a talent pool that includes the nearly 70 million Americans, or one in three adults, who have a criminal record. We know that investment in this work is necessary in our efforts to end racial inequality, as it disproportionately affects Black and Brown communities across our nation. In order to support the build of economic mobility for the individuals, families and communities of Black and Brown people, we must invest in systems change, including commitment to criminal justice reform work.



Learn more about our Gap Inc. programs:

Launched in 2007, our innovative Personal Advancement & Career Enhancement (P.A.C.E.) program supports women in the global apparel industry around the world. Meanwhile, our Old Navy brand created This Way ONward to provide the next generation of leaders with first time jobs and mentorship opportunities to develop the skills and confidence to succeed. To learn more, please visit the links below.

[P.A.C.E.](#)

[This Way ONward](#)

Investing in Community for Long-Term Impact

Generosity is not enough to level the playing field for our most marginalized communities. Over the last six months, we have been focused on helping rewrite what it means to invest in these communities. These programs will not only strengthen the diversity of our workforce but, more importantly, they will establish trust, build social capital and amplify the voice(s) of those most in need.

We inspire our employees and stakeholders to activate beyond the dollar and get involved at a deeper level when engaging with justice reform work. This work is often hard and uncomfortable as injustice is embedded in the earliest manifestations of our society. As we begin to dive into the work and learn from our community partners, we have established the foundation for longer-term, sustainable programs to enable opportunity.

Through our multi-prong partnership strategy, we strive to support and elevate our communities by building critical awareness of what creates barriers to access and opportunity. This includes building relationships with Historically Black Colleges and Universities, foundational pillars of success for the Black community, through our partnership with Harlem's Fashion Row's non-profit arm, ICON360. It also includes opening the doors for employment for those with criminal records through the Second Chance Coalition, engaging with young people in designing innovative wearable tech with Lower East Side Girls Club, and additional engagements to be announced throughout the remainder of the year.

Together, we can – and will – do more to be a multiplier of good for all people.



Stronger Together

As part of our commitment to holding ourselves and the industry accountable to long-standing change, we have made public commitments through several industry coalitions in addition to our community partnerships.

We are dedicated to working toward racial and social equity alongside these organizations as a starting point in building sustainable long-term programming and will continue to evaluate and develop deeper connections as we learn and grow with our communities. We believe collective action will accelerate our work and be the multiplier for true systems change.

Coalition

Our Work



We are working with various committees within the **Business Roundtable** coalition to ensure we are inclusive in every aspect of our hiring practices. We are excited to co-chair the talent acquisition committee for Multiple Pathways, an initiative focused on driving greater equity in mobility for all workers through an emphasis on hiring and advancing talent based on skills.



Having signed the **CEO Action for Diversity & Inclusion** pledge in August 2017, we have expanded our participation through the Apparel Group – a coalition of signatories committed to learning from and working with one another to advance diversity, equity and inclusion across the retail industry.



In October 2018, we joined the **Open to All** coalition of advocacy organizations to reaffirm that our workplaces and stores are welcoming spaces for everyone. Each of our U.S. stores were encouraged to display the Open to All window cling.



We were the first global apparel retail company to sign up to the **UN Human Rights LGBTI Corporate Standards of Conduct for Business**, supporting and leading on issues that impact our lesbian, gay, bisexual, transgender and intersex (LGBTI) community around the world.



As inaugural partners, we signed the **Black in Fashion** pledge in 2020 to represent and secure the advancement of Black individuals in our industry, to ensure amplification of talent at all levels.



We joined the **15 Percent Pledge** as an advocacy partner in 2021, aligning with the Pledge’s mission of creating a more equitable industry. Gap Inc. commits to increasing pipeline programs by 15 percent to drive access and opportunity for the Black community within the Gap Inc. family of brands starting with early empowerment programs.



Our Future

No matter how pervasive or seemingly intractable America's history of injustice and inequality, we've all been called upon to act. For our impact to match our ambition, we must continue to dismantle, reimagine and rewire the entire system. We will continue to take immediate action where possible, while acquiring knowledge and deep understanding to drive what we believe to be the most transformational work of our time.

This mid-year report represents the many positive and necessary foundational steps Gap Inc. has taken in this journey. Arriving at true racial equity will take time and sustained focus from all of us. We have boundless potential to give shape and life to new narratives that inspire us all and illuminate a path to a brighter future, including the advancement of the work through our partnerships and upcoming programs such as:

- Building on our partnership with **Open to All** to lead initiatives that provide businesses like ours – and across the industry – with tools and resources to ensure the inclusion, safety and respect of all customers, employees and communities.
- Continuing to amplify BIPOC creative voices through our ongoing brand product collaborations, including the **Banana Republic x Charles Harbison** collection with Harlem's Fashion Row, **The Gap Collective**, Old Navy's **ProjectWe** initiative and Athleta's **Amplify Artist Series**.
- Furthering our partnership with **Harlem's Fashion Row** through the "Closing the Gap" scholarship program and the first ever **Fashion Playbook**.
- Continuing to create access and opportunity, we commit to assessing our Supplier Inclusion program for a more significant impact.

We will continue to update you on our commitments and progress toward our 2025 goals in future Equality & Belonging reports. We're committed for the long term – our commitments serve as a distant mile marker, a guiding light... not a final destination. The hard work continues. We hope you're inspired to join us.



For more information, contact us at:

[EMAIL](#) or visit [WEBSITE](#).

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