



GAP INC.

Impact Report 2025

About This Report

This report covers Gap Inc.'s global operations for fiscal 2025. All previous years' reports are available on our website. This report highlights progress on our priority focus areas and related goals for the 2025 fiscal year. It provides detailed information on program objectives, operations, and our management approach.

The report is prepared in reference to the Global Reporting Initiative (GRI) Standards and aligns with the Sustainable Accounting Standards Board (SASB) Standards and the Task Force on Climate-related Financial Disclosures (TCFD). Gap Inc. is committed to the United Nations Global Compact (UNGC) Ten Principles, and this report serves as our Communication on Progress. Gap Inc. identifies Sustainable Development Goals (SDGs) 5, 6, 8, 10, 12, and 13 as most relevant to our business, with SDGs 7 and 17 as interconnected to our approach.

Our greenhouse gas emissions data received [independent limited assurance](#). All other metrics are subject to an internal quality review.

For questions regarding Gap Inc.'s sustainability efforts or the content of this report, please contact sustainability@gap.com.

CAUTIONARY NOTE

The inclusion of information contained in this report is being made in good faith based on information that is available to Gap Inc. as of January 31, 2026, (unless otherwise specified).

Given the inherent uncertainty in predicting and modeling future conditions, caution should be exercised when interpreting the information provided in this report. In addition, the controls, processes, practices, and infrastructures described in this report are not intended to constitute any representation, warranty, or other assurance that such controls, processes, practices, and infrastructures will result in any specific outcome, result, or achievement of a stated target or goal.

For clarity, the identification of our material topics related to environmental, social, and governance, the identification of SDGs as relevant, supporting, or interconnected to our business, or our identification of any material topics, impacts, risks, strategies, or opportunities in response to the GRI, SASB, or TCFD reporting frameworks on the following pages should not be construed as a characterization regarding the materiality or financial impact of any such topics, impacts, risks, strategies, or opportunities or related information to investors in Gap Inc. For a discussion of the risks that are material to investors in Gap Inc., please see our Annual Report on Form 10-K for the year ended January 31, 2026, and our other filings with the U.S. Securities and Exchange Commission.

This report may also include "forward-looking statements" within the meaning of U.S. federal securities laws. Forward-looking statements are any statements other than statements of historical fact. Forward-looking statements



represent our current judgment about possible future events and are often identified by words such as "believe," "will," "expect," "estimate," "intend," "strategy," "future," "opportunity," "plan," "may," "should," "would," and "continue to," or similar expressions, and variations or negatives of these words, but the absence of these words does not mean that a statement is not forward-looking. In making these statements, we rely upon assumptions and analysis based on our experience and perception of historical trends, current conditions, and expected future developments, as well as other factors we consider appropriate under the circumstances.

We believe these judgments are reasonable, but these statements are not guarantees of any future events or financial results, and our actual results may differ materially due to a variety of factors, many of which are described in our Annual Report on Form 10-K for the year ended January 31, 2026, and our other filings with the U.S. Securities and Exchange Commission. We caution readers not to place undue reliance on forward-looking statements. Forward-looking statements speak

only as of the date they are made, and we undertake no obligation to update publicly or otherwise revise any forward-looking statements, whether as a result of new information, future events, or other factors that affect the subject of these statements, except where we are expressly required to do so by law.

ABOUT GAP INC.

The Gap, Inc. (Gap Inc., the "company," "we," and "our") is a house of iconic American brands offering apparel, accessories, and personal care products for men, women, and children under the Old Navy, Gap, Banana Republic, and Athleta brands.

Gap Inc. is an omni-channel retailer, with sales to customers both in stores and online, through company-operated and franchise stores, websites, and third-party arrangements. As of January 31, 2026, we had company-operated stores in the United States, Canada, Japan, and Taiwan. We also have franchise agreements to operate Old Navy, Gap, Banana Republic, and

Athleta throughout Asia, Europe, Latin America, the Middle East, and Africa. Under these agreements, third parties operate, or will operate, stores and websites that sell apparel and related products under our brand names. We also have licensing agreements with licensees to sell products using our brand names.

In addition to operating in the specialty, outlet, online, and franchise channels, we use our omni-channel capabilities to bridge the digital world and physical stores. The shopping experience is further enhanced by our omni-channel services, including buy online pickup in store, order-in-store, and ship-from-store, as well as enhanced mobile-enabled experiences, which allow our customers to shop seamlessly across our brands and channels. Our brands have shared investments in supply chain and information technology, which allows us to optimize efficiency and responsiveness in our operations.

Learn more: [Annual Filings](#)

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Our Commitment *CEO Message*

Since our founding, we've worked to bridge gaps and create a better world, guided by a simple belief: When purpose and profit align, companies can be a force for good, for people, and the planet.

In a remarkably dynamic year for the apparel industry, I'm proud that Gap Inc. met the moment – performing while transforming, strengthening our business and the positive impact we make every day.

As one of the largest specialty apparel companies in the U.S., we have the scale, capabilities, and platform to matter. That's why, for us, aligning purpose and profit is not only the right thing to do, it's strategic.

We bridge gaps to create a better world with a focus on driving impact in four key areas:

BRIDGING THE CLIMATE GAP

Quite simply, we can't survive without nature. In fact, 50% of global GDP is dependent on it at a time when demand for water continues to rise.¹

Like cotton, water is an essential ingredient in our products. We recognize that growing our business means drawing more from nature, which is why we treat it as an asset – working to replenish what we use. In 2025 our water stewardship efforts replenished 39% of freshwater use across our supply chain, keeping us on track to reach 100% by 2030. Through partnerships, we're scaling our impact. Together with Water.org, we co-founded Get Blue, a campaign to end the global water crisis, launched alongside a coalition of some of the world's most iconic brands.

Beyond water, rethinking how products are made and how resources are used across our value chain is accelerating progress. This year, we achieved our fiber goals - sourcing 100% of our cotton from more sustainable sources and reaching 65% recycled polyester. But we're not stopping there. Our participation in the U.S. Cotton Trust Protocol is a commitment to continuous improvement and support for best practices.

In our experience, responsible practices build resilient businesses, and resilient businesses perform. Our ambition to reach net zero by 2050 reflects our commitment to innovating more sustainable ways to make our products while conserving natural resources for future generations.

BRIDGING THE EQUITY GAP

Women represent the majority of our customers, employees, and supply chain workers. So, investing in their success is both an opportunity and a responsibility. We work closely with our partners to uphold human rights, ensure safe working conditions, and advance equal pay for equal work.

In 2025, 100% of strategic Tier 1 facilities invested in RISE programs globally, helping nearly 113,000 workers build critical professional and life skills – part of a broader effort that has reached millions since 2007.

BRIDGING THE OPPORTUNITY GAP

We believe everyone should have the opportunity to build a fulfilling career – and we're always looking for next-generation talent. Fashion companies do more than train and develop world-class designers, marketers, and finance professionals; we're also a destination for up-and-coming lawyers, strategists, and engineers.

Gap Inc. is one of the largest providers of entry-level jobs in the U.S., with the scale, reach, and resources to remove barriers and open doors. We enable people to pursue meaningful work in the

communities where we operate. Since its launch in 2007, our This Way ONward initiative has served as a gateway – unlocking potential, strengthening communities, and developing next-generation talent.

BRIDGING THE INCLUSION GAP

Our house of iconic American brands reaches every generation, gender, and geography. True to our origins, we continue to bridge the inclusion gap with products designed to make everyone feel confident, storytelling that celebrates our shared humanity, and a talented, high-performing workforce that mirrors the communities we serve.

In 2025, we continued to invest in leadership training to develop inclusive leaders – people who can effectively connect with diverse teams of employees, customers, and our partners around the world. We also advanced cultural engagement initiatives that foster a sense of belonging both inside and outside the company.

While we're proud of the impact we made in 2025, we're focused on building that momentum and deepening our impact even further.

We know that stronger performance drives greater impact and creates long-term, sustainable value for all our stakeholders – from employees and customers to communities, partners, and investors – and we thank you for your continued interest in our journey.

To stay connected, please visit [gapinc.com](https://www.gapinc.com).



Onward!

RICHARD DICKSON
PRESIDENT & CEO, GAP INC.

¹ World Economic Forum

Who We Are

A house of iconic brands, Gap Inc. is one of the largest specialty apparel companies in America. Our Old Navy, Gap, Banana Republic, and Athleta brands offer clothing, accessories, and lifestyle products for men, women, and children. Since 1969, Gap Inc. has created products and experiences that shape culture while doing right by its employees, communities, and the planet. Our brands inspire authentic self-expression – moving people, communities, and fashion.

Our Vision

To become a high-performing house of iconic American brands that shape culture.

Our Purpose

We bridge gaps to create a better world.

Our Values

Center on the Customer | Create with Curiosity
Collaborate with Candor | Champion Excellence

AWARDS AND RECOGNITION

TIME

“Innovator” – World’s 100 Most Influential Companies 2025

America’s Most Iconic Companies, 100th of 250 overall

Dow Jones Best in Class Indices

Member for the 13th year in a row

Forbes

World’s Top Employers for Women 2025, 338th overall

America’s Most Trusted Companies 2026, 231st overall

Newsweek

America’s Most Responsible Companies 2025
13th in retail, 90th of 600 overall

American Opportunity Index

7th in retail

Ceres

Valuing Water Finance Initiative Benchmark, 1st in apparel, top 10 of 71 overall

American Image Awards

Zac Posen, Designer of the Year

GAP INC. BY THE NUMBERS IN FISCAL 2025

\$15.4B

in net sales,
with 39%
related to online sales²

2,474

company-operated stores
and approximately

1,000

franchise stores in about

35

countries

4

iconic American brands

79K

employees

200

suppliers (approximately) with
facilities in about

30

countries



² Online sales primarily include sales originating from our online channel, including those that are picked up or shipped from stores and net sales from revenue-generating strategic initiatives.

Our House of Brands

We inspire self-expression through four iconic American brands – Old Navy, Gap, Banana Republic, and Athleta. Each brand is uniquely positioned to contribute to our environmental and social impact.³



1,242 stores
\$8.7B net sales

Old Navy is a North American value apparel brand that makes on-trend fashion accessible to everyone. The brand offers playful style with a combination of on-trend product, consistent quality, and great value. Old Navy opened its first store in 1994 in Colma, California, and since then has expanded to more than 1,200 company-operated stores, including outlet locations, online, and additional franchise retail locations around the world.



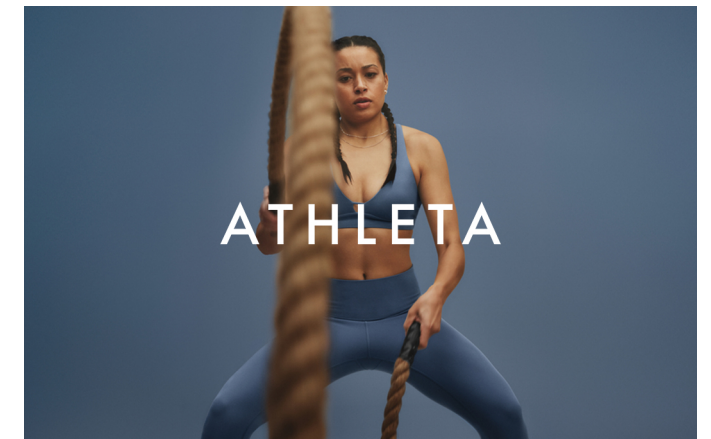
582 stores
\$3.5B net sales

Gap is a globally recognized icon of casual American style. Founded in San Francisco in 1969, Gap champions originality by creating loved essentials and delivering culturally relevant experiences that celebrate individuality. Gap is an apparel and accessories brand that also offers GapKids, babyGap, Gap Maternity, GapBody, and GapFit collections, as well as limited-edition collections with GapStudio and partner brands. The brand also serves value-conscious customers with exclusively designed collections for Gap Outlet and Gap Factory stores. Gap is our namesake brand and connects with customers online and in company-operated stores, as well as franchise retail locations globally.



398 stores
\$1.9B net sales

Banana Republic is a storyteller's brand, outfitting the modern explorer with high-quality, expertly crafted collections and experiences to inspire and enrich their journeys. Founded in 1978 and acquired by Gap Inc. in 1983, the brand connects with customers online and in company-operated Banana Republic and Banana Republic Factory stores, as well as franchise retail locations globally.



252 stores
\$1.2B net sales

Athleta is a premium performance lifestyle brand with a mission to inspire women and girls to build confidence, strength, and belonging through movement – igniting the Power of She. Founded in 1998 and acquired by Gap Inc. in 2008, Athleta is certified as a benefit corporation (B Corp) that bridges product innovation with style for women and girls. Athleta products are available at company-operated stores across the United States and Canada, franchise retail locations globally, and online.

³ Net sales are for fiscal 2025, which ended January 31, 2026. Store counts are as of January 31, 2026, and do not include franchise stores.

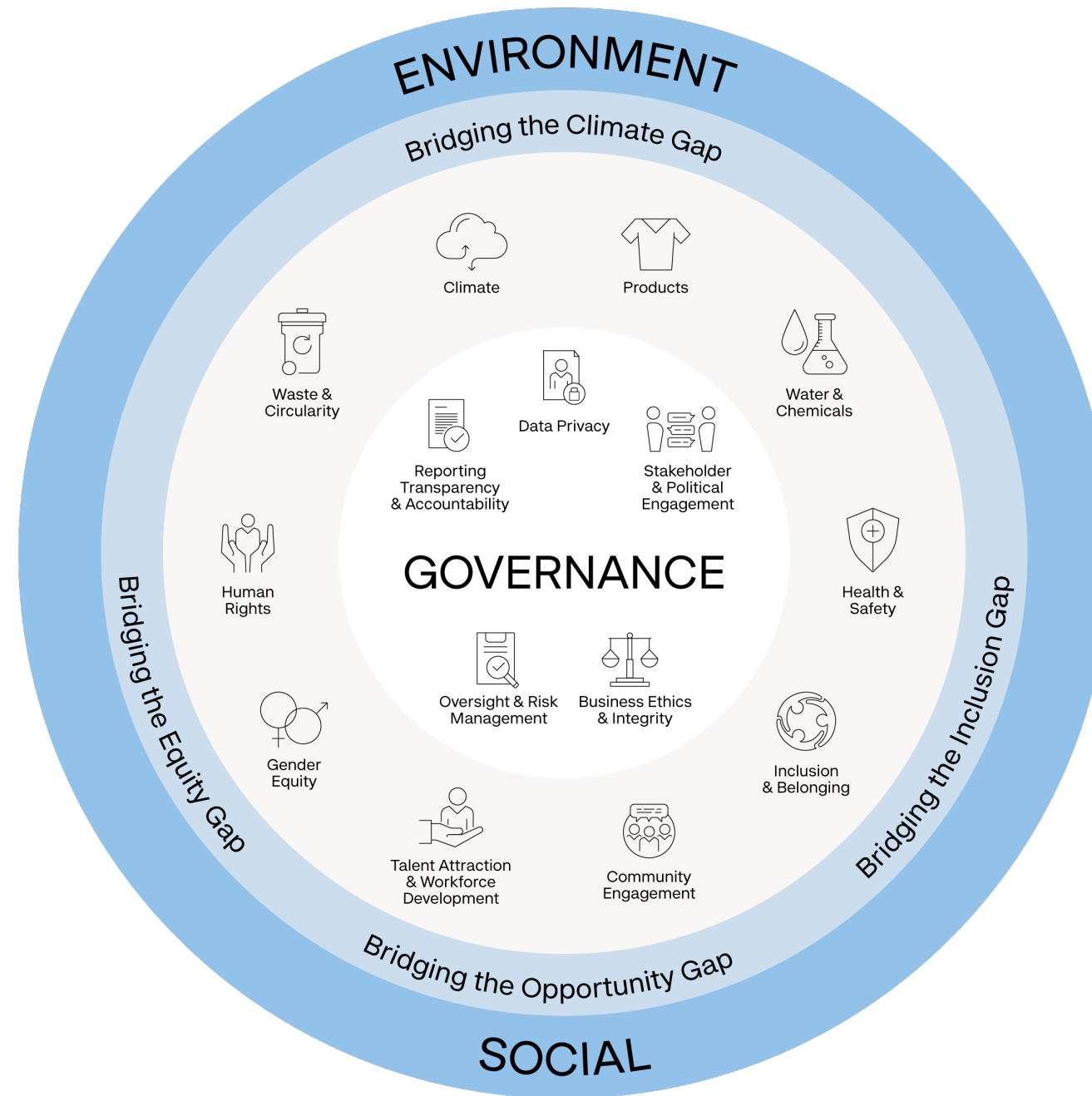
Our Impact Approach

We believe progress can be found in the gaps where we find our common thread and our shared humanity.

Gap Inc. leads with four purpose pillars: Bridging the Climate Gap, Bridging the Equity Gap, Bridging the Opportunity Gap, and Bridging the Inclusion Gap. Our initiatives, informed by our materiality assessment, are part of our end-to-end business strategy, driving operational efficiency, enabling value creation, and spurring innovation.

We hold ourselves accountable for environmental and social issues in our business operations with a strong governance structure. Designated Board committees oversee relevant environmental and social topics and receive regular updates. We manage related risks and opportunities across the business through partnerships with executives across brands and functions.

Learn more: [Governance](#), [Materiality Assessment](#)



Signatories and Memberships


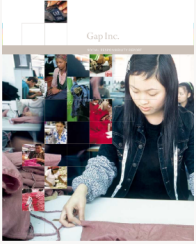



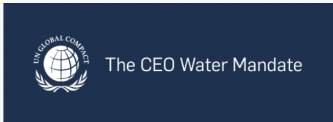





- American Apparel and Footwear Association (AAFA)
- AFIRM Group (Apparel and Footwear International RSL Management)
- Apparel Impact Institute (Aii)
- Better Cotton Initiative
- Better Than Cash Alliance
- Black In Fashion Council
- Boys & Girls Clubs of America
- Business for Social Responsibility (BSR)
- Business Roundtable
- CanopyStyle
- Cascale, Inc.
- Ceres
- The Fashion Pact
- International Accord
- International Labour Organization (ILO) and International Finance Corporation (IFC) Better Work
- Life and Building Safety (LABS) Initiative
- The Microfibre Consortium (TMC)
- National Immigration Forum (NIF)
- National Retail Federation (NRF) Foundation
- Nirapon
- Open to All
- Opportunity@Work
- Retail Industry Leaders Association (RILA)
- RISE (Reimagining Industry to Support Equality)
- Social & Labor Convergence Program (SLCP)
- Tent Partnership for Refugees
- Textile Exchange
- UN Global Compact (UNGC)
- UNFCCC Fashion Industry Charter for Climate Action
- U.S. Cotton Trust Protocol
- CEO Water Mandate and the Water Resilience Coalition (WRC)
- Welcome.US
- World Economic Forum Water Futures Community

Our Impact Through the Years

Since our start in 1969, it's been about doing more than selling clothes. What started as a retail concept that bridged the generation gap has inspired so much more.

We recognize that there is always more work to be done. That is why we continue to integrate sustainability across our business and focus on initiatives that drive stakeholder value.

See additional [2025 Highlights](#) on page 9.

<p>1994</p> <p>Established Vendor Compliance program</p> 	<p>2003</p> <p>Published first Social Responsibility Report</p> 	<p>2007</p> <p>Launched the This Way ONward and Personal Advancement & Career Enhancement (P.A.C.E.) programs</p> 	<p>2010 – 2011</p> <p>Submitted first CDP Climate and Water responses</p> 	<p>2014</p> <p>Became the first Fortune 500 company to announce equal pay for equal work</p> 	
<p>2016</p> <p>Joined the UN Global Compact CEO Water Mandate</p> 	<p>2018</p> <p>Achieved B Corp status for Athleta</p> 	<p>2019</p> <p>Joined The Fashion Pact</p> 	<p>2023</p> <p>Launched the Women + Water Collaborative and launched RISE in collaboration with BSR, HERproject™, CARE, and Better Work – scaling the impact of Gap Inc.'s P.A.C.E. program</p> 	<p>2024</p> <p>Set our 2050 science-based target for net-zero carbon emissions across our value chain and updated our 2030 science-based targets</p> 	
<p>2025</p> <p>Achieved or exceeded our goals in product, global equity, and opportunity:</p> <ul style="list-style-type: none"> • 100% of cotton from more sustainable sources and 65% of polyester from recycled sources. • 100% of strategic Tier 1 facilities invested in women's empowerment through RISE. • 10% of Old Navy entry-level store employees were hired from This Way ONward in 2025, reaching more than 33,000 youth since 2007. 					

2025 Highlights



Bridging the Climate Gap

100% of cotton sourced from more sustainable sources⁴ and 65% of polyester sourced from recycled sources, exceeding our target.

39% of total freshwater withdrawals was replenished to nature.

46% renewable electricity in direct operations.

70% reduction in Scopes 1 and 2⁵ emissions since 2017.

20% reduction in Scope 3.1 purchased goods and services emissions since 2017.



Bridging the Equity Gap

100% of strategic Tier 1⁶ facilities⁷ invested in RISE programs⁸ globally, reaching nearly 113,000 workers with professional and life skills training in 2025 alone.

100% of Tier 1 facilities had gender-based violence and harassment prevention and response management systems and training in place.

86% of business spend was allocated to green-rated facilities.



Bridging the Opportunity Gap

33,000+ youth reached through This Way ONward since 2007, exceeding our target.

10% of Old Navy entry-level store employees hired from This Way ONward, exceeding our target.



Bridging the Inclusion Gap

87% of employees continue to feel Gap Inc. is committed to inclusion and that they can show up as their authentic selves at work, exceeding retail benchmarks.

3,400+ people leaders completed Leading Inclusively training.

Launched Inclusion Council & Committees, embedding inclusion and belonging into the Senior Leadership Team.

⁴ Defined as: Better Cotton (formerly BCI), verified U.S.-grown cotton (USCTP), organic, in conversion (to verified organic), recycled, or regenerative.

⁵ Scope 1: direct emissions; Scope 2: indirect emissions from purchased electricity use at company-operated facilities.

⁶ Supply chain tiers are defined in alignment with [Textile Exchange](#): Tier 1 is finished product manufacturing; Tier 2 is material manufacturing; Tier 3 is intermediate material processing (e.g.: spinners, tanners); and Tier 4 is raw material production and primary processing.

⁷ Strategic Tier 1 facilities are those representing 80% of our total business spend in fiscal 2021 as a baseline for our 2025 goals (defined as: purchase order first cost).

⁸ This includes Gap Inc. P.A.C.E. (Personal Advancement & Career Enhancement), a legacy program of RISE.

Gap Inc. Goals and Progress

● Achieved ● On track ● Off track

In 2025, we achieved several goals and continue to explore ways to strengthen our strategic commitments to bridging gaps to create a better world.

GOAL ⁹	TARGET YEAR ¹⁰	STATUS	2025 PROGRESS
ENVIRONMENT			
<u>Bridging the Climate Gap¹¹</u>			
Reduce Scopes 1 and 2 greenhouse gas (GHG) emissions by 90% from a 2017 baseline	2030	●	70% reduction
Reduce Scope 3 GHG emissions from purchased goods and services by 32.5% from a 2017 baseline	2030	●	20% reduction
Source 100% renewable electricity for our company-operated facilities globally	2030	●	46% of electricity use from company-operated facilities was from renewable sources
Achieve net-zero carbon emissions across our value chain	2050	●	20% reduction since 2017 baseline
<u>Water Stewardship¹²</u>			
Empower 5 million people touched by the apparel industry to improve their equitable access to clean water and sanitation	2030	●	2.8 million people reached since 2017
Reduce water use and replenish water to nature, equivalent to 100% of the freshwater used in manufacturing apparel and in our company-operated facilities ¹³	2030	●	39% of total freshwater withdrawals were replenished to nature
<u>Product¹⁴</u>			
Source 100% of cotton from more sustainable sources ¹⁵	2025	●	100% achieved
Source at least 45% of polyester from recycled sources	2025	●	65% achieved

⁹ For targets ending in 2025, we plan to continue disclosing related metrics as our programming and strategy evolve.

¹⁰ All target years reference the end of fiscal year, unless otherwise stated.

¹¹ Scope 1: direct emissions; Scope 2: indirect emissions from purchased electricity use at company-operated facilities; and Scope 3: indirect emissions from value chain activities such as goods production, transportation, and franchise emissions.

¹² We remain committed to the CEO Water Mandate 2050 targets to achieve positive water impact in water-stressed regions and to support a water-resilient supply chain. These commitments are discussed in the [Water Stewardship](#) section.

¹³ Our water use accounting methodology was updated using Higg FEM data from Tier 1 and Tier 2 facilities to distinguish freshwater use from gray water (recycled/reused). Any missing data was estimated based on in-country and in-category averages. This reflects best practice to capture our dependencies and impacts of water use on freshwater ecosystems.

¹⁴ Data represents calculated fiber consumption at the raw material stage for primary fabrics used in Gap Inc. Spring 2025 – Holiday 2025 products. Gap Inc. fiber data is derived on a seasonal calendar basis from purchase order materials data for all brands, excluding Banana Republic Home products. We have limited visibility into third-party licensing and accessories but are continuously improving this connection.

¹⁵ Defined as: Better Cotton (formerly BCI), verified U.S.-grown cotton (USCTP), organic, in conversion (to verified organic), recycled, or regenerative.

Gap Inc. Goals and Progress

Continued

● Achieved ● On track ● Off track

GOAL ¹⁶	TARGET YEAR ¹⁷	STATUS	2025 PROGRESS
SOCIAL			
<u>Bridging the Equity Gap</u>			
100% of strategic Tier 1 facilities invest in women’s empowerment through participation in P.A.C.E./RISE ¹⁸	2025	●	100% achieved
100% of workers employed in strategic Tier 1 facilities have their voices heard through representative workplace committees	2025	●	100% achieved ¹⁹
100% of strategic Tier 1 facilities reach gender parity at the supervisor level	2025	●	57% gender parity reached, missing the goal, see Capability-Building Programs for more information
100% of Tier 1 facilities have prevention and response management systems and trainings in place to address gender-based violence and harassment	2025	●	100% achieved
<u>Bridging the Opportunity Gap</u>			
Hire 5% of Old Navy entry-level store employees from This Way ONward annually	2025	●	10% achieved
Reach 20,000 youth through This Way ONward	2025	●	33,000+ youth reached since 2007
GOVERNANCE – SUPPLIER COMPLIANCE			
100% of in-scope Tier 1 facilities participate in industrywide efforts (SLCP and/or ILO-IFC Better Work) by 2023	2023/2025	●	100% of in-scope Tier 1 and 100% of strategic Tier 2 facilities participate
100% of strategic Tier 2 facilities participate by 2025 ^{20,21}			
80% of Gap Inc. sourcing is allocated to green-rated facilities	2025	●	86% achieved
100% of Tier 1 suppliers comprising 90% of Gap Inc.’s business spend are invited to participate in Better Buying, with scores isolated across brands, working toward annual public reporting on purchasing practices improvements	2025	●	100% achieved, and results indicated continuing overall year-over-year improvements

¹⁶ For targets ending in 2025, we plan to continue disclosing related metrics as our programming and strategy evolve.

¹⁷ All target years reference the end of fiscal year, unless otherwise stated.

¹⁸ Strategic Tier 1 facilities are those representing 80% of our total business spend in fiscal 2021 as a baseline for our 2025 goals (defined as: purchase order first cost).

¹⁹ Defined as meeting at least 70% of relevant Better Work Academy Social Dialogue Indicators (SDIs) and meeting minimum requirement indicators (SDI 9, SDI 17, and SDI 18).

²⁰ Supply chain tiers are defined in alignment with [Textile Exchange](#): Tier 1 is finished product manufacturing, Tier 2 is material manufacturing, Tier 3 is intermediate material processing (e.g.: spinners, tanners), and Tier 4 is raw material production and primary processing.

²¹ In-scope facilities excludes Banana Republic Home facilities and facilities with fewer than 50 workers.

Environment

We partner with businesses, nonprofits, and governments to advance environmental sustainability in our industry. We incorporate more sustainable practices into product development and focus on climate, water, and waste to positively impact people and nature.

Climate Action

Water Stewardship

Product

Waste and Circularity



From left to right: Matt Damon (co-founder of Water.org), Richard Dickson (President and CEO, Gap Inc.), Gary White (co-founder of Water.org), and Kara Hurst (Vice President and Chief Sustainability Officer, Amazon) at the World Economic Forum annual meeting.

Over 2 billion people lack safe access to clean water. To help bridge this gap, Gap Inc. partnered with Water.org, Amazon, Starbucks, and Ecolab to launch **Get Blue™**.

Announced in January 2026 at the World Economic Forum, the initiative aims to accelerate access to safe water and sanitation by aligning business leadership, consumer engagement, and capital behind Water.org's proven, market-driven solutions.

Inspired by the (RED) campaign – of which Gap brand was a founding member in 2006 – Get Blue represents a fresh opportunity to unite some of the world's most influential brands behind a shared mission. As an industry, we have an opportunity and responsibility to lead using our scale, creativity, and influence to turn awareness into

action. By coming together, we can help make safe water accessible to every person on the planet and demonstrate what's possible when our industry steps up as a force for good.

Get Blue will reach families and communities in need around the world, advancing Water.org's goal to reach 200 million people by 2030, and Gap Inc.'s goal to reach 5 million people by 2030. When families have access to safe water at home, they benefit with improved health, time gained for education and income, and opportunity.

We recognize water as a business imperative. Get Blue helps us further our water initiatives by turning leadership, collaboration, and customer participation into sustained investment in solutions that Bring Water Home™.

“Get Blue is already starting to bring together a community that recognizes everyone's individual roles in helping end the global water crisis. When brands especially use their influence this way, progress proliferates – and that's exactly what this movement is designed to do.”

– MATT DAMON, CO-FOUNDER OF WATER.ORG

Bridging the Climate Gap

Climate Action

We align our decarbonization efforts with leading climate science and industry best practices to reduce our carbon footprint and safeguard against the impacts of climate change.

GOALS BY 2030	PROGRESS
Reduce Scopes 1 and 2 greenhouse gas (GHG) emissions by 90% from a 2017 baseline	70% reduction
Reduce Scope 3 GHG emissions from purchased goods and services by 32.5% from a 2017 baseline	20% reduction
Source 100% renewable electricity for our company-operated facilities globally	46% of electricity use from company-operated facilities was from renewable sources
GOAL BY 2050	PROGRESS
Achieve net-zero carbon emissions across our value chain	20% reduction since 2017 baseline

Our 2030 emissions-reduction targets and 2050 net-zero target are approved by the Science Based Targets initiative (SBTi). Our targets are aligned to 1.5-degree scenarios and follow the market-based methodology for Scope 2.

OUR APPROACH

We are committed to the United Nations Framework Convention on Climate Change (UNFCCC). We conduct regular climate scenario analyses to prioritize mitigation from physical and transitional climate-related risks.

Learn more: [Risk Management](#)

Our decarbonization levers include:

DIRECT OPERATIONS

Our stores, distribution centers (DCs), and offices compose our Scopes 1 and 2 emissions and are primarily based in North America.

Efficiency: We update roofing, lighting, energy management systems (EMS), heating, ventilation, and air conditioning (HVAC) systems, and are working to electrify and automate operations.

Renewable Electricity: Investments in onsite and offsite solar and wind projects support our commitment to 100% renewable electricity in our operations, and we continue exploring additional opportunities.

SUPPLY CHAIN

The majority of our emissions are from Scope 3 Category 1 (purchased goods and services). Therefore, we partner with suppliers to accelerate their decarbonization strategies through a portfolio of programs addressing energy efficiency, renewable energy, and other enablers. While we have historically focused on decarbonization initiatives in Tier 1, we assess emissions contributions from all supply chain tiers. Going forward, we recognize Tier 2 as having the largest opportunity for reductions.

Renewable Electricity: We support suppliers' conversion to renewable electricity with feasibility assessments and identifying financing solutions.

Target Setting: We support suppliers to set science-aligned or science-based targets (SBTs) and creating detailed decarbonization road maps.

Insets and Offsets: We invest in nature-based solutions such as regenerative agriculture and watershed restoration while considering carbon offset opportunities where appropriate.

Coal Phaseout: Our facility approval process prohibits any new facilities from utilizing onsite coal, and all facilities currently using coal have a phaseout timeline by 2030. We also engage with the UNFCCC working group on coal phaseout.

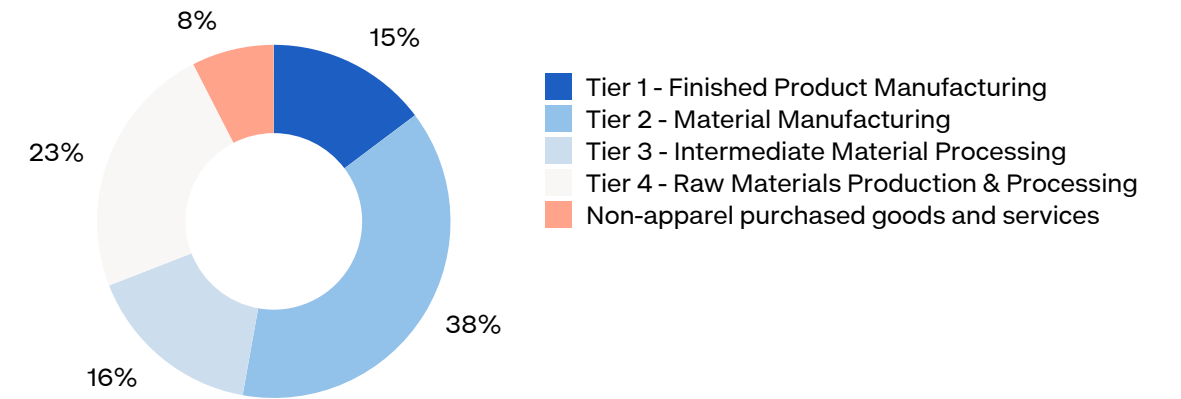
Fiber Conversion: We convert fibers in our products to lower-carbon alternatives.²²

Low-Carbon Energy: In 2025, we partnered with Aii and Industry Summit to launch a low-carbon thermal steam to be deployed at key facilities.

Supply chain levers are enabled by:

Supplier Compliance: We monitor [supplier compliance](#) with our Code of Vendor Conduct's

Gap Inc. Scope 3.1 Purchased Goods and Services Emissions Breakdown by Supply Chain Tiers



Based on calendar year 2025

environmental standards and track corrective action plan (CAP) performance.

Data Management: We require suppliers to complete the Higg Facility Environmental Module (FEM) annually to track and monitor their energy and water consumption data and decarbonization performance.

Vendor Allocation: Our Sourcing teams integrate suppliers' environmental performance into vendor allocation decisions to award business.

Financing: We engage in collective action programs to support suppliers' investments in renewable electricity or coal phaseout. We participate in a supply chain financing program with [Citibank](#) which offers discounted interest rates to suppliers with high scores on the Higg FEM. Additionally, we are actively exploring additional supplier financing options to help suppliers transition to low-carbon technologies and renewable energy.

Policy Advocacy: We advocate for renewable-energy-favorable policies in priority supply chain geographies through groups such as UNFCCC and Industry Summit.

2025 PROGRESS

DIRECT OPERATIONS

Efficiency: Approximately 38% of our stores in North America are enabled with EMS. These stores use approximately 8% less electricity per square foot than non-EMS-enabled stores and saved approximately \$2.8 million in costs in 2025.

Renewable Electricity: Since 2020, we have invested in: Aurora Wind VPPA, a 90-megawatt offsite wind farm in North Dakota; Fern Solar VPPA, a 7.5-megawatt offsite solar project in North Carolina; and a 3-megawatt onsite solar installation at our DC in Fresno, California. Our investments have achieved 100% renewable electricity for Athleta stores in North America since 2021.

²² We use the Higg Materials Sustainability Index (MSI) to assess the climate impact of fiber conversions.

Climate Action Continued

SUPPLY CHAIN

Renewable Electricity: As of the end of 2025, 420 Tier 1 and 2 facilities invest in renewable energy. In Vietnam, two facilities completed projects with Aii, installing rooftop solar panels that cover approximately one-third of their electricity demand. We also identified and encouraged eligible suppliers to participate in Aii's Renewable Energy Transformation Initiative (RETI).

Target Setting: In 2025, approximately 40 Tier 1 and Tier 2 suppliers were enrolled in or had completed Cascale's [Manufacturer Climate Action Program \(MCAP\)](#). MCAP participants receive guidance to set science-aligned targets and develop decarbonization plans to improve energy efficiency and increase renewable energy. As of December 2025, 23 of our Tier 1 and Tier 2 suppliers had submitted or approved MCAP or SBTi targets.

Insets and Offsets²³: In 2024 and 2025, we purchased carbon insets from the U.S. Cotton Trust Protocol (USCTP)'s Climate Smart Cotton Program, which supports American farmers to adopt the U.S. Department of Agriculture's Climate-Smart Agriculture practices.²⁴

Data Management: In 2025, 518 (100%) of our Tier 1 suppliers completed the Higg FEM assessment, and 513 (99%) verified their responses; 413 (67%) of our Tier 2 suppliers completed the assessment, and 387 (63%) verified their responses. We also expanded Higg connections to Tier 3 suppliers, increasing visibility into our supply chain.

Transportation Electrification

We transitioned diesel-powered shunt trunks to electric models at four DCs, saving more than 31,000 gallons of diesel in 2025. We plan to expand to our remaining campuses in 2026.

We participated in Maersk's ECO Delivery platform and continued the conversion of short-distance container transport vehicles to electric in Southern California. In 2025, 99.6% of port drayage moves in the state were executed with electric trucks.



GREENHOUSE GAS EMISSIONS¹

Metric Tons CO ₂ e	FY 2017 ^{2,3}	FY 2023	FY 2024	FY2025
Scope 1	27,220	36,164	39,569	44,847
Scope 2 (location-based)	379,837	218,342	210,902	202,504
Scope 2 (market-based) ⁴	361,734	85,094	59,753	70,902
Scope 3.1: Purchased goods and services ⁵	4,730,372	4,076,765	4,098,703	3,794,153
Scope 3.3: Fuel- and energy-related activities	15,518	18,498	51,664 ⁷	56,388
Scope 3.4: Upstream transportation and distribution	514,832	263,233	526,578 ⁸	429,999
Scope 3.5: Waste generated in operations	14,645	10,068	13,295	88,705 ⁹
Scope 3.6: Business travel	48,801	2,186	21,119	16,185
Scope 3.7: Employee commuting	256,355	70,531	76,290	72,930
Scope 3.9: Downstream transportation and distribution	55,379	68,470	126,896 ⁸	184,334
Scope 3.11: Use of sold goods ⁶	2,095,886	936,193	977,583	994,456
Scope 3.12: End-of-life treatment of sold products	119,353	83,648	105,260	118,809
Scope 3.14: Franchises	28,531	24,651	25,715	43,543

Learn More: [CDP Reports](#)

¹Our carbon accounting approach follows the GHG Protocol and uses the operational control approach to determine our organizational boundary. Emissions are verified at the limited assurance level, see our [Assurance Statements](#).
²As part of our science-based targets update in 2023, we recalculated our 2017 baseline. As a result, some updated metrics may not match our previous CDP Climate submissions or align with previous reports.
³2017 represents the base year for Gap Inc.'s net-zero goal and SBTs.
⁴The market-based Scope 2 decrease relative to the 2017 baseline is driven by renewable energy generation from our VPPA projects.
⁵Scope 3.1 is based on calendar year data provided by our Tier 1 and Tier 2 suppliers. Data is subject to change each year as we gain visibility to our share of emissions with each supplier.
⁶Scope 3.11 is not included in our science-based targets and is primarily out of the control of Gap Inc.
⁷The increase in Scope 3.3 from 2023 to 2024 was driven by an update in emission factor methodology.
⁸The increase in Scope 3.4 and 3.9 from 2023 to 2024 was primarily driven by improved data completeness and accuracy.
⁹The increase in Scope 3.5 from 2024 to 2025 was driven by updated emission factors, adopted from Cornerstone's US Environmentally-Extended Input-Output (USEEIO) Models.

²³ Insets differ from offsets in that they represent emissions reductions within the purchaser's supply chain.
²⁴ In accordance with the GHG Protocol, the insets purchased from USCTP are not included in our carbon accounting and will be disclosed separately.

Water Stewardship

We invest in water resources and reduce freshwater use through more efficient manufacturing to build a more resilient company and supply chain, and to support the people who make our clothes.

GOALS BY 2030	PROGRESS
Empower 5 million people touched by the apparel industry to improve their equitable access to clean water and sanitation	2.8 million people reached since 2017
Reduce water use and replenish water to nature, equivalent to 100% of the freshwater used in manufacturing apparel and in our company-operated facilities	39% of total freshwater withdrawals were replenished to nature
CEO WATER MANDATE COMMITMENTS BY 2050	PROGRESS
Achieve positive water impact in water-stressed regions	Built road maps and began implementation of several initiatives to progress on intermediary 2030 goals
Support a water-resilient supply chain	



For the second time in a row, Gap Inc. was named the leading apparel company by Ceres' Valuing Water Finance Initiative Benchmark.

OUR APPROACH

At Gap Inc., we believe access to water is a human right and recognize that water stewardship can mitigate negative impacts on and from our business operations. Water stress²⁵ is acute in many of the apparel industry's key sourcing countries, where women face disproportionate barriers to access safe water, sanitation, and hygiene (WASH) services.

Our three-pronged approach is informed by risk assessments and stakeholder engagement, prioritizing business critical regions in severely water-stressed basins.²⁶

Learn more: [Risk Management](#)

Reduction: We help suppliers with high water use in regions experiencing medium to high water scarcity²⁷ set context-based targets based on local water conditions. Together, we reduce freshwater withdrawals by implementing technologies that improve efficiency and increase water reuse and recycling.

Replenishment: We invest in nature and infrastructure projects that replenish water to ecosystems and enhance freshwater resources to support a resilient supply chain.

Access: We improve equitable access to clean water and sanitation in communities impacted by our industry.

We monitor supplier compliance with our [Code of Vendor Conduct \(COVC\)](#) and environmental standards, which require essential WASH needs of garment workers to be met. Supporting human health and hygiene strengthens Gap Inc., suppliers, and the communities we operate in.

Learn more: [Supplier Compliance](#)

²⁵ European Environment Agency: Water stress occurs when the demand for water exceeds the available amount during a certain period or when poor quality restricts its use.

²⁶ Basin: the geographical region in which water is captured, flows through, and eventually discharges – or the area from which a site extracts water or discharges effluent.

²⁷ Water scarcity is defined using the publicly available, science-based Water Risk Filter developed by World Wildlife Fund. We assess our Tier 1 and Tier 2 manufacturers as “medium to high risk” using the “Water Availability” indicator thresholds.

Water Stewardship

Continued

2025 PROGRESS

In April 2025, Gap Inc. collaborated with Water.org to launch the Common Ground Project (CGP), a gathering of iconic brands. The CGP is identifying innovative ways for brands to lead with purpose, leveraging cultural relevance, creativity, and marketing to support the global water crisis.

From their work, the global [Get Blue™](#) campaign was born. [Get Blue](#) will raise awareness and funds for Water.org’s mission to reach families and communities in need around the world, while advancing Gap Inc.’s goal to reach 5 million people by 2030.

REDUCTION

We established freshwater reduction and water recycling interventions with key supplier facilities in water-stressed regions.

Arvind Water Partnership: Gap Inc.’s wastewater treatment plant partnership with supplier Arvind Limited (based in India) replaces over 1 billion liters of freshwater with reclaimed wastewater annually.

Since launching the Global Water Innovation Centre for Action (GWICA) with Arvind in 2024, we piloted infrastructure-related technologies and trained suppliers on wastewater treatment, reuse, and recycling.

Washwell: Since 2016, we have championed our Washwell program. In 2025, we laid the groundwork to evolve Washwell to focus on water recycling at Tier 2 facilities (specifically fabric mills), where the majority of manufacturing water use takes place. In 2025, 28% of Gap Inc. garments met Washwell standards with fabric made by facilities using at least 25% gray water (recycled/reused).

REPLENISHMENT

We launched multiple water replenishment projects in support of our 2030 commitment.

- *FIDO Tech in Bangalore, India:* In 2025, nearly 10 billion liters of water were replenished to nature by repairing pipeline leaks in partnership with FIDO Tech and the Bangalore Water Supply and Sewage Board. The project detects leaks using AI technology across 350 kilometers of water pipelines.

- *Parmarth Samaj Sevi Sansthan (PSSS) in Yamuna River basin, India:* In 2025, the project began construction of a groundwater recharge system, implementation of watershed restoration solutions, and technical water management training to local farmers.
- *The United Nations Development Programme (UNDP) in Porali River basin, Pakistan:* In 2025, this project launched to construct rainwater storage systems, rehabilitate local water infrastructure, and establish local water governance councils in Pakistan.
- *Trout Unlimited in Kern River basin, California:* In the United States, we joined the California Water Resilience Initiative and Trout Unlimited to restore meadows on the Kern Plateau, enhancing and stabilizing water availability for the Central Valley of California.

WATER USE AND REPLENISHMENT

LITERS OF WATER (in millions)	FY 2023	FY 2024	FY 2025
Company-operated freshwater withdrawal	895	767	896
Supply chain water withdrawal ¹	37,800 ²	46,800 ²	41,600
Percent gray water use (recycled/reused)	25%	28%	29%
Percent freshwater withdrawal	75%	72%	71%
Water replenished to nature	1,200	1,100	11,400 ³
Percent replenished from freshwater withdrawals	4%	3%	39%

¹ Our water use accounting methodology was updated using Higg FEM data from Tier 1 and Tier 2 suppliers to distinguish freshwater use from gray water (recycled/reused). Any missing data was estimated based on in-country and in-category averages. This reflects best practice to capture our dependencies and impacts of water use on freshwater ecosystems.

² FY2023 and 2024 supply chain water withdrawal data has been restated to reflect the improved methodology, and FY2025 data reflects increasing coverage of Tier 1 and Tier 2 supplier responses to Higg FEM.

³ The increase in water replenishment in FY2025 reflects volumetric water benefits attributed to Gap Inc.’s increased investments in nature- and infrastructure-based replenishment projects.

ACCESS

Since 2017, we have reached 2.8 million people with improved WASH services and are on track to reach our goal of 5 million by 2030.

The Women + Water Collaborative: The collaborative²⁸ provides water-stressed communities in India with access to WASH services by supporting local community leaders, particularly women, to invest in water supply infrastructure systems, promote sanitation campaigns, and expand water treatment systems.

In 2025, the program expanded to include the Ganga River, building momentum from work in the Godavari and Krishna river basins.

WaterEquity: Since 2023, we have invested in WaterEquity’s Global Access Fund IV, a \$150 million fund focused on strengthening local financial institutions’ microlending programs; and the Water and Climate Resilience Fund, a \$100 million fund for innovative water solutions.²⁹

In 2025, the Water and Climate Resilience Fund invested in SunCulture to develop solar-powered pumps, offering an affordable alternative to diesel and manual water pumps, as well as in Organica Water to expand decentralized, biological wastewater treatment systems across South and Southeast Asia.



²⁸ The Women + Water Collaborative was developed in partnership with the Water Resilience Coalition (WRC), WaterAid, Cargill, and GSK. In 2025, the collaborative welcomed Cummins, Google, and BESTSELLER Foundation as new strategic partners, joining Levi Strauss & Co., The Coca-Cola Foundation, Veralto, and ClearBridge.

²⁹ UN Global Compact

Product

We align product design and raw materials choices to our climate, water stewardship, and circularity strategies while prioritizing product quality and safety.

GOALS BY 2025	PROGRESS
Source 100% of cotton from more sustainable sources	100% achieved
Source at least 45% of polyester from recycled sources	65% achieved

OUR APPROACH

RAW MATERIALS AND CLAIMS

Raw materials production and processing impact climate, water, and nature. We partner with suppliers to use more sustainable materials, supporting our climate and water goals and aligning with The Fashion Pact and the UNFCCC Fashion Industry Charter for Climate Action.

Raw Materials: We work with suppliers to source preferred fibers, assess certification standards, and use tools such as Cascale’s Higg Materials Sustainability Index (MSI) and Textile Exchange’s Fiber and Materials Matrix to assess materials’ environmental impacts, resource use, and production conditions.

With our highest-volume fibers – cotton and polyester – we prioritize sourcing cotton from

more sustainable sources³⁰ and increasing polyester from recycled sources.

Claims: We govern [product sustainability marketing](#) with internal training and tools to maintain accurate and substantiated claims. We have achieved brand certification for meeting Textile Exchange standards since 2023.

TRACEABILITY

We aim to expand and strengthen traceability to better mitigate risks and connect sourcing decisions to environmental impacts. We have partnered with TextileGenesis™ since 2022 and participated in the Better Cotton Traceability Panel from 2021 to 2024.

CHEMICALS MANAGEMENT

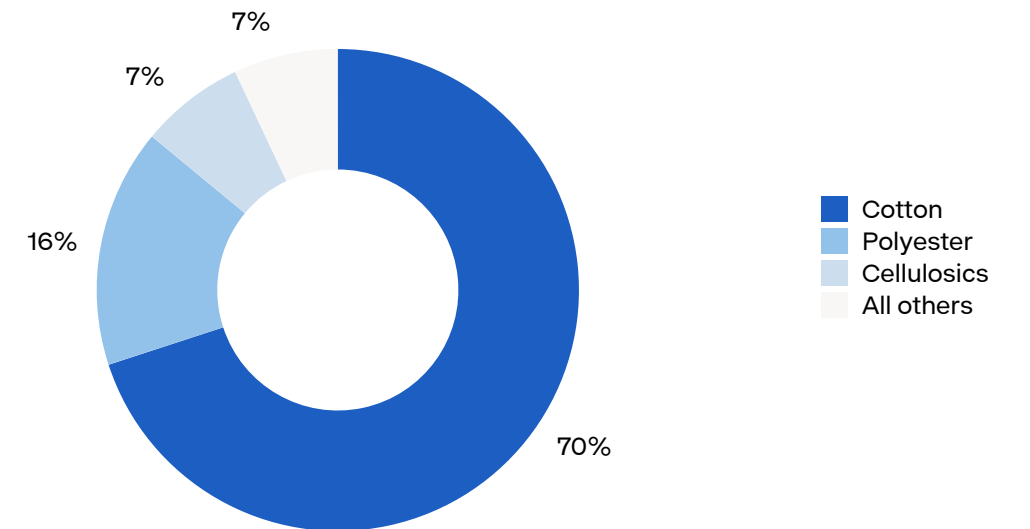
Effective chemicals management in product manufacturing is crucial to protecting the health

of our customers, suppliers, employees, and the environment. We aim to avoid and eliminate chemicals of concern in favor of preferred chemistry (as with our phaseout of PFAS-based finishes in 2023), enforce chemical restrictions through third-party testing, and address nonconformance.³¹ Gap Inc. is an active member of the AFIRM Group.

Input Management: Selecting better chemical inputs and materials reduces the use and discharge of hazardous chemicals. We expect suppliers to adhere to the Zero Discharge of Hazardous Chemicals (ZDHC) Manufacturing Restricted Substances List (MRSL).

Process Management: Adherence to chemicals management best practices during manufacturing is critical for reducing both human and environmental risks. We require supplier compliance with our [Code of Vendor Conduct](#)

Gap Inc. 2025 Fiber Consumption



Data represents calculated fiber consumption at the raw material stage for primary fabrics used in Gap Inc. Spring 2025 – Holiday 2025 products. Gap Inc. fiber data is derived on a seasonal calendar basis from purchase- order materials data for all brands, excluding Banana Republic Home products. We have limited visibility into third-party licensing and accessories, but are continuously improving this connection.

(COVC) and assess chemicals management performance through the Higg FEM.

Output Management: Manufacturing outputs include finished products and wastewater. We expect finished product to comply with the AFIRM Group’s Restricted Substances List (RSL) and audit products through third-party testing. We expect suppliers to comply with the ZDHC Wastewater Guidelines, which we implement through our Water Quality Program (WQP). WQP mandates wastewater testing and submission of chemical inventory lists (CILs) and supports suppliers to investigate and resolve nonconformance.

MICROFIBERS

Fibers and textiles can fragment during production and use, contributing to environmental release of microfibers.

As a member of The Microfibre Consortium (TMC) since 2020, Gap Inc. engages with industry groups and supports critical research to address apparel industry microfiber emissions. We conduct fabric testing in line with TMC guidelines to contribute to TMC’s knowledge base of shedding rates. By implementing the ZDHC Wastewater Guidelines in collaboration with our suppliers, we help control the release of microfibers in manufacturing wastewater by limiting total suspended solids (TSS), a portion of which are fiber fragments.

³⁰ Defined as: Better Cotton (formerly BCI), verified U.S.-grown cotton (USCTP), organic, in conversion (to verified organic), recycled, or regenerative.

³¹ Despite stringent controls, products may contain traces of unintentional chemicals from external factors, such as environmental contamination and recycled materials.

Product

Continued

2025 PROGRESS

RAW MATERIALS AND CLAIMS

Cotton: In 2025, we achieved our goal to source 100% of cotton from more sustainable sources, including Better Cotton Initiative (BCI), recycled, organic or in-conversion to organic, regeneratively grown, and traceable U.S. grown (USCTP) cotton. We also announced an ambition to double our sourcing of U.S.-grown cotton in 2026, which we trace through TextileGenesis™ in line with USCTP processes.

In 2025, Gap Inc. joined the BCI Council for a three-year term. Gap Inc. has been a committed BCI member since 2016 and has served on the USCTP board since 2024.

“Gap Inc.’s decade-long relationship with the Better Cotton Initiative has shown what collaboration can achieve. We look forward to helping shape the next chapter – one defined by stronger traceability and more resilient cotton communities.”

– Global Sustainability lead at Gap Inc.

Polyester: We exceeded our goal to source 45% of polyester from recycled sources, in line with Textile Exchange’s 2025 Recycled Polyester Challenge. In 2025, 65% of polyester in our products was from recycled sources.

We also signed a letter of intent with ambition to utilize Syre’s textile-to-textile recycled polyester chip across Gap Inc. brands. Athleta is continuing to work toward commercialization of Ambercycle’s cycora® textile-to-textile recycled polyester.

Beyond cotton and polyester, our brands leverage robust certifications and programs to source preferred fibers, including:

- European Flax™ standard linen
- The Good Cashmere Standard® cashmere
- Lower-impact human-made cellulosic fibers, including Lenzing™ Tencel™ and EcoVero™ and Livaeco™ by Birla Cellulose. (For example, Athleta maintained 100% lower-impact human-made cellulosic fibers³² across its assortment.)
- Responsible Wool Standard wool

TRACEABILITY

We continued onboarding suppliers to the blockchain product traceability platform TextileGenesis™, increasing the number of preferred fibers and orders traced. Since beginning our partnership, we have traced preferred fibers in over 290 million garments and in calendar year 2025, we traced 165 million garments.

CHEMICALS MANAGEMENT

In 2025, all Tier 1 and strategic Tier 2 facilities using wet processing and/or chemicals in production (over 300 facilities) participated in the Water Quality Program (WQP).

More than 400 Tier 1 and Tier 2 facilities received chemicals management and Higg FEM training.

NATURE AND BIODIVERSITY

We acknowledge our reliance on and partnership with nature as a complex system affecting climate, water, biodiversity, and local communities.

In the early stages of exploring our approach to nature, we’re informed by the Science Based Targets Network’s Action Framework (AR3T) and are identifying ecological hot spots in our supply chain with opportunities to restore and regenerate ecosystems.

In 2025, we continued our partnership with Conservation International to understand where our raw material sourcing overlaps with high-priority conservation areas and key nature risks. This work builds on our prior land use footprint evaluation with Conservation International. The findings will inform our nature strategy.

We are working to build upon our existing [Animal-Derived Materials and Wood-Derived Fabric Policies](#) to address nature risks.



³² Athleta’s lower-impact human-made cellulosic fibers include Lenzing™ EcoVero™ rayon, Tencel™ lyocell or modal, and cupro.

Waste and Circularity

We consider the full life cycle of our clothing and strive to adopt more circular business models while minimizing waste from packaging and direct operations.

GOAL PROGRESS AND DEVELOPMENT

Our goals to eliminate unnecessary or problematic plastics in packaging and for at least half of plastic packaging to be 100% recycled content were made as part of our commitment to The Fashion Pact. In 2025, The Fashion Pact exited these goals. With this transition, we are evolving our strategy to prioritize compliance with packaging and textile Extended Producer Responsibility (EPR) regulations as a key driver of our progress.

OUR APPROACH

WASTE

We tackle unnecessary and problematic plastic packaging waste with a three-part strategy³³:

- Eliminate and substitute plastic packaging with nonplastic alternatives. We focus on hangers, shopping bags, polyester mailing bags (polybags), and e-commerce mailers, which form the majority of our packaging.
- Divert plastics from landfill through recycling when feasible.
- Convert necessary plastics to non-virgin materials.

CIRCULARITY

While most textiles are currently handled in a linear system, our industry has the opportunity to grow market share while reducing environmental impacts through circular innovation. We implement basic principles of circularity into our operations:

Design for Circularity: Prioritizing product longevity, reuse, and recyclability while enhancing product quality assurance to extend the life of garments.

Materials and Manufacturing: Maximizing use of safe, renewable, and recycled materials, and innovating for circular manufacturing.

Advanced Resource Recovery: Supporting systems for collecting, sorting, and recycling worn textiles into new materials for the fashion industry.

Circular Business Models: Exploring new value propositions for our customers while implementing precise forecasting and efficient inventory management.

2025 PROGRESS

WASTE

Packaging: Across our brands, we maintained 100% recycled content in polybags and polymailers.

In 2025, more than 100,000 pounds of specialty plastic film were recycled and diverted from landfill at our DC in Gallatin, Tennessee.

Textiles: By digitizing our product development process, we reduced the need for physical sampling. This lowers material use and emissions from production and shipping. Insights from this approach help us predict demand and manage inventory with greater precision, reducing overproduction and textile waste.



Reducing Waste at Our San Francisco Headquarters

- Approximately 7,000 pounds of e-waste was diverted from landfills in partnership with Tech Exchange, a Bay Area nonprofit supplying families and other nonprofits in need with refurbished technology. Nearly 900 electronic devices (laptops, desktops, and monitors) were donated or recycled with Tech Exchange’s zero-landfill policy.
- 3,000+ pounds of food were diverted from waste and donated to local charities, providing approximately 3,000 meals and reflecting our commitment to the San Francisco community.

Learn More: [Community Engagement](#)

CIRCULARITY

Circular Business Models: We partner with ThredUp® to encourage customers to send their gently used garments for resale in Clean Out kits in exchange for shopping credits to our participating brands.

In 2025, Clean Out kits diverted more than 700,000 clothing items (approximately the same in pounds) from landfill. Athleta, Banana Republic, and Gap programs contributed 78%, 14%, and 8% of diverted clothing respectively.

Additionally, Athleta sold more than 9,000 branded items through its Preloved site hosted by ThredUp®, for a total of more than 40,000 items since launching in 2022.

In 2025, Gap brand released its third [GapVintage](#) collection in collaboration with Sean Wotherspoon, featuring 148 archival pieces. This

collection recovers pre-loved garments and extends their lifespan through resale. Banana Republic also launched [Abandoned Republic](#), a capsule collection curated by Marcus Allen featuring 70 vintage pieces from the '70s, '80s, and '90s.

Design for Circularity: In 2025, we joined the Durability Accelerator Initiative created by The Waste and Resources Action Programme (WRAP), a U.K.-based NGO, to better understand garment durability standards. We will begin testing garment durability in 2026 to understand where we can improve product longevity in our assortment.

We also contributed funding to Accelerating Circularity, World Wildlife Fund (WWF), and Business for Social Responsibility (BSR) to research and map global secondhand material flows to understand opportunities for post-consumer garment resale and recycling.

³³ In line with our commitment to The Fashion Pact’s Ocean Pillar, we use the Ellen MacArthur Foundation’s definition of unnecessary and problematic plastic, which consists of five criteria. All our packaging is categorized as necessary, unnecessary, problematic, or non-problematic. Depending on the category, it is either set for elimination, diversion, or conversion.

Social

The first Fortune 500 company to report pay equity, Gap Inc. has since expanded programs supporting fair pay and workforce development for garment workers globally. We unlock access to opportunities for the people and communities where we operate and cultivate an inclusive culture so our employees and customers thrive.

Human Rights

Capability-Building Programs

Opportunity Programs

Inclusion and Belonging

Human Capital Management

Community Engagement

Human Rights

Supporting basic human rights is fundamental to how we operate our business and underpins all our social programs. Across our direct operations and supply chain, we continuously engage stakeholders and conduct due diligence.

OUR APPROACH

We create safe and supportive workplaces to advance workers' well-being and provide opportunities for personal and professional growth, enhancing worker recruitment, retention, and productivity.

Our strategies and policies foster a safer, more equitable environment for workers across our value chain, and safeguard against forced labor, child labor, and discrimination. We have an anti-retaliation policy and do not tolerate threats or attacks against human rights defenders.

DIRECT OPERATIONS

In our direct operations, our [Code of Business Conduct](#) (COBC) is the foundation for corporate compliance. Anyone who conducts business with, or is affected by Gap Inc., can raise concerns through our confidential [24/7 COBC Hotline](#), managed by an independent third party. All suspected COBC and human rights violations are protected by strict enforcement of the company's policy of zero tolerance for retaliation. We also protect our employees' [occupational health and safety](#) through training and regular internal and third-party safety audits at our stores and distribution centers (DCs).

SUPPLY CHAIN

In our supply chain, our [Human Rights Policy](#) and [Code of Vendor Conduct](#) (COVC) form the cornerstone of our human rights and social dialogue approach. Our COVC is available in [24 languages](#) and is enforced through our [Vendor Compliance](#) program. These policies align with local labor laws where we operate, and are based on frameworks that include:

- Universal Declaration of Human Rights (UDHR)
- UN Guiding Principles on Business and Human Rights
- UN Global Compact (UNGC)
- Organisation for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises
- International Labour Organization's (ILO) Core Conventions

DUE DILIGENCE AND STAKEHOLDER ENGAGEMENT

Our due diligence includes regular evaluation of our policies with input from stakeholders and consideration of evolving regulation.

Our Human Rights team regularly meets with stakeholders and our [Vendor Compliance](#) team gathers insights to understand supplier practices

and working conditions. We assess our Tier 1 and Tier 2 suppliers and engage with Tier 1 suppliers through evaluations, trainings, and surveys, with input from workers and their representatives. One method of engagement includes inviting Tier 1 suppliers to complete the Better Buying survey.

Learn more: [Stakeholder Engagement](#)

2025 PROGRESS

POLICIES

In 2025, we assessed and updated our COVC to ensure continued alignment with evolving international standards, emerging regulations, and our industry. Following the achievement of our public target to scale our Gender-Based Violence and Harassment (GBVH) Prevention and Response Program to 100% of Tier 1 facilities, we embedded core program requirements into the revised COVC to strengthen accountability. In 2026, the revised COVC will be released, and suppliers will be held to these standards.

PARTNERSHIPS

In 2023, Gap Inc. joined the International Accord for Health and Safety in the Textile and Garment Industry, and participates in its Pakistan program. By the end of 2025, 100% of our Tier 1 suppliers in Pakistan were onboarded and inspected by the Pakistan Accord. This progress builds on our longstanding efforts to advance worker safety in Bangladesh through Nirapon, and in Cambodia, India, Indonesia, and Vietnam through the Life and Building Safety Initiative (LABS).

2025 marked the close of the Dindigul Agreement, a three-year agreement between brands, suppliers, and labor groups to address GBVH at the Natchi Apparel factory in Tamil Nadu, India. In November, Cornell University's Global Labor Institute released an independent [final assessment](#), which found the agreement strengthened workers' awareness of GBVH, increased confidence in using grievance



Our Salient Human Rights Issues

We identify our primary regions of focus – South, East, and Southeast Asia, Central America, and the Middle East – based on where we source our products and materials and risks associated with:

- Child labor and young workers
- Discrimination and harassment, gender-based violence and harassment, gender equality, and inclusion
- Foreign contract workers and responsible recruitment
- Freedom of association
- Grievance mechanisms
- Human trafficking and forced labor
- Humane treatment
- Occupational health and safety (including fire, building, and electrical safety)
- Short-term contracts
- Unauthorized subcontracting
- Wages and benefits
- Working hours

Learn more: [Human Rights and Labor Issues](#)

mechanisms, and enabled more rapid and effective resolution of GBVH-related issues. Building on these findings, we are partnering with RISE (Reimagining Industry to Support Equality) to develop more effective industry approaches.

In 2024, we joined Harvesting the Future – Cotton in India, a multi-stakeholder project under the guidance of the [Fair Labor Association](#) (FLA) that aims to improve conditions for cotton producers, harvesters, and their families in over 30 villages in Madhya Pradesh, one of India's largest cotton-producing states. In 2025, Harvesting the Future established partnerships with local government and conducted training for community leaders, farmers, and their families on wages, occupational health and safety, grievance mechanisms, child protection, recruitment practices, and more.



Photo by ©RISE

Women are the driving force across our global supply chain. They power our business, lead on manufacturing floors, and strengthen the communities where we operate. That's why we invest in bridging the equity gap and expanding access to opportunity.

From Asia to Central America, women in our strategic facilities are building skills, advancing into leadership, and unlocking their full potential – driving progress for our business and for themselves and their families.

In India, Rachna has a new leadership role on the facility's Internal Complaints Committee, and Irma was promoted to line supervisor in Guatemala.

When asked what helped them reach these milestones, both women point to Reimagining Industry to Support Equality (RISE), an industry

collaboration designed to strengthen women's skills and confidence while engaging men as partners in building more equitable workplaces and households.

After participating in RISE, Chu Van Thiem from Vietnam increased his household responsibilities and is spending more time with his children.

In 2025, we reached a key milestone in our commitment: 100% of our strategic Tier 1 facilities invest in RISE, with each training more than half of its women workforce. Since 2007, Gap Inc.'s investments in gender equity have reached over 1.8 million people.

We continue to invest in the expansion of RISE, engaging more brands, suppliers, and workers, while identifying new ways to deepen and sustain long-term impact.

"The program helped me improve my communication skills and gave me the confidence to speak openly with my supervisor and colleagues. Gradually, I started expressing my thoughts without fear. Even at home, I found the courage to say no, to ask for help, and to speak up when I felt vulnerable. RISE has helped me become a better, stronger, and more confident version of myself."

– RACHNA | RISE GRADUATE

Bridging the *Equity* Gap

Capability-Building Programs

We aim to create better working conditions for supply chain employees, protect women’s safety and rights, and support their leadership potential.

GOALS BY 2025	PROGRESS
100% of strategic Tier 1 facilities invest in women’s empowerment through participation in P.A.C.E./RISE	100% achieved
100% of workers employed in strategic Tier 1 facilities have their voices heard through representative workplace committees	100% achieved
100% of strategic Tier 1 facilities reach gender parity at the supervisor level	57% reached
100% of Tier 1 facilities have prevention and response management systems and trainings in place to address gender-based violence and harassment	100% achieved

OUR APPROACH

The majority of workers in the global apparel supply chain are women who often face systemic barriers. For more than 15 years, Gap Inc. has made industry-leading investments to bridge equity gaps, beginning with workers directly impacted by our own supply chain.

In partnership with suppliers, peers, industry initiatives, NGOs, and ILO-IFC Better Work, we implement the following capability-building programs with Tier 1 facilities producing apparel for Gap Inc. outside the U.S. These programs take

a comprehensive approach (see figure to the right) to support worker voice, safety, and opportunity – driving more productive and equitable workplaces.

- Reimagining Industry to Support Equality (RISE) Foundations
- Workplace Cooperation Program (WCP)
- Supervisory Skills Training (SST)
- Gender-Based Violence and Harassment (GBVH) Prevention and Response
- Digital Wages

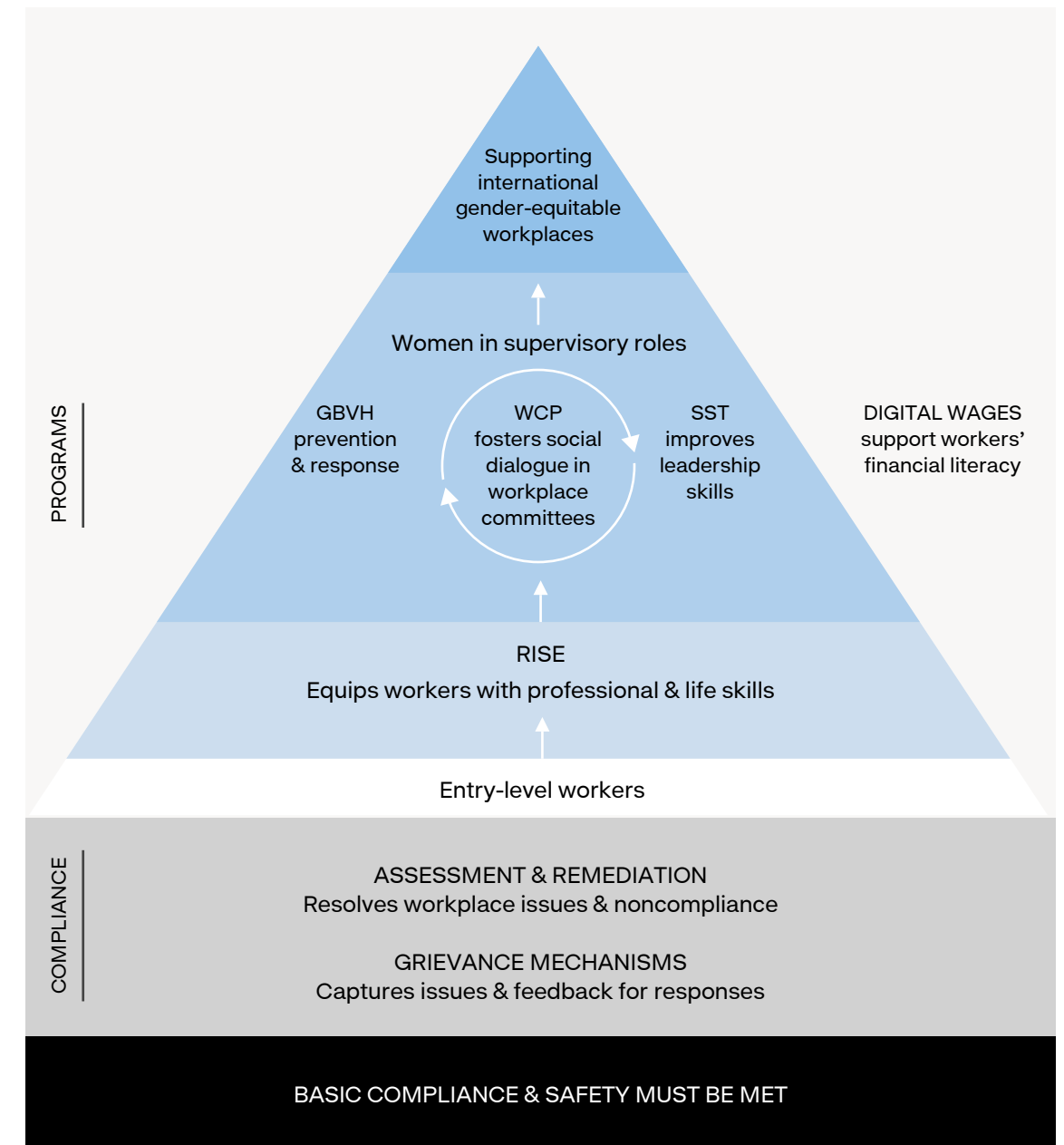
2025 PROGRESS

This year, we achieved three of the four goals we set in 2021 to increase access to our capability-building programs that advance women’s empowerment in our global supply chain.

In 2025, we worked with Global Worker Dialogue (GWD) to assess the effectiveness of our programs through direct, independent engagement with supply chain workers. GWD’s research found that our programs meaningfully contribute to women workers’ empowerment and advancement.

In 2026, we will pilot a new program with RISE that builds on GWD’s findings and other industry initiatives – including the Dindigul Agreement to End Gender-Based Violence – with the aim of increasing industry alignment and investment in gender equity.

While we did not meet our goal to reach gender parity at the supervisor level, we made significant progress. In 2021, women represented the vast majority of workers globally, but only represented 45% of supervisors in our strategic Tier 1 facilities. This gap was greatest in Bangladesh, with only 5% female supervisors. Women now represent 27% of supervisors in Bangladesh, and 63% across our strategic Tier 1 facilities.



Capability-Building Programs

Continued

RISE

Founded in 2023, [RISE](#) is a multi-stakeholder initiative working to improve the lives of women working in global supply chains. As a founding member, Gap Inc. serves on the RISE Steering Board and participates in technical working groups. RISE Foundations is scaling the impact started by the Gap Inc.'s P.A.C.E. program, providing garment workers with training on communication, problem-solving, financial literacy, worker rights and responsibilities, and sexual and reproductive health.

In 2025, 100% of strategic Tier 1 facilities participated in RISE, training over 113,000 workers. In Tier 1 facilities, 70% of the female workforce has participated in RISE Foundations and P.A.C.E. Since 2007, Gap Inc.'s investments in gender equity, including P.A.C.E. Community, P.A.C.E. Workplace, and RISE Foundations, have reached over 1.8 million people.

We continue to scale RISE programs to reach more facilities and workers, with participation incentivized through the Gap Inc. vendor scorecard.

WORKPLACE COOPERATION PROGRAM

Launched in 2016, WCP provides training to bipartite committees on workplace communication, risk assessment, problem-solving, health and safety, gender dynamics, and [ILO's Core Conventions](#) on fundamental rights. Bipartite committees consist of elected representatives from both facility management and production lines. Results from participant surveys indicate that bipartite committees help workers more confidently voice concerns, generally leading to faster issue resolution.

Since the program began, WCP has been implemented in 373 Tier 1 facilities.

SUPERVISORY SKILLS TRAINING

Launched in 2018, SST trains existing and prospective supervisors on listening, fairness, conflict resolution, and time management. The program encourages gender equity in the workplace by helping prepare women for

supervisory roles. Program evaluations indicate that supervisors who have received SST had improved self-efficacy, attitudes toward workers, and productivity.

Since 2018, 57% of our Tier 1 facilities have implemented SST. Approximately 33,000 current and prospective supervisors (49% of whom are women) have completed the training, and at 177 facilities, at least 90% of current supervisors have undergone training.

GENDER-BASED VIOLENCE AND HARASSMENT (GBVH) PREVENTION AND RESPONSE

Launched in 2018, the GBVH Prevention and Response program helps build more effective systems for preventing and mitigating GBVH. We provide support to ensure all workers are trained annually. We maintain a zero-tolerance policy for physical, psychological, and sexual harassment.

100% of Tier 1 facilities implement the program.

We regularly review and help improve facilities' GBVH policies and grievance mechanisms to align with local law and international standards. When a case is identified, we collaborate with facilities to conduct investigations, provide protection for the survivor, and resolve issues. Perpetrators face consequences and possible dismissal, as outlined in Gap Inc.'s policy. Our top priority is safeguarding survivors, working to guarantee their job security, and fostering a safe environment for employees to report cases without fear of retaliation.

Learn more: [Supplier Compliance](#)

DIGITAL WAGES

In 2017, in collaboration with the UN Better Than Cash Alliance, we began to bridge the financial equity gap for workers by encouraging the transition from cash-based to digital wage payment systems. In 2025, nearly all Tier 1 facilities offer digital wage payment systems, compared to 68% in 2017.

Fair Trade Certified™

Since 2016, Athleta has contributed approximately \$3.9 million in Community Development Funds to workers at four Fair Trade Certified facilities that produced 14% of the brand's products in 2025.

Since 2024, Banana Republic has contributed over \$77,000 in Community Development Funds to workers at three Fair Trade Certified facilities that produced 7% of the brand's products in 2025 (excluding Banana Republic Factory).



In 2025, Gap Inc. partnered with DÖEN, another RISE brand member, by sourcing the entire Gap x DÖEN collection from facilities implementing RISE. This approach supported consumer awareness, generated positive media coverage, and engaged store associates on social impact.



Gap Inc. and RISE Promote Financial Resilience and Well-Being in Indonesia

Financial inclusion advances equitable workplaces and supports women's advancement. In 2025, Gap Inc. helped organize a meeting in Indonesia between supplier Makalot and Her Majesty Queen Máxima of the Netherlands, the UN Secretary-General's Special Advocate for Financial Health, who met with RISE program participants to learn about their experiences and promote financial resilience.



For many young people, a first job in retail is more than a paycheck; it's the start of a promising career and a launchpad for what's next. Expanding access to those early opportunities is a driving force behind our commitment to bridging the opportunity gap.

In partnership with leading nonprofit organizations like the Boys & Girls Clubs of America, Gap Inc.'s signature This Way ONward program has reached more than 33,000 young people since 2007.

One of them is Yumina Campbell. An alumna of Boys & Girls Club of San Francisco, and a Youth of the Year at her high school, Yumina discovered This Way ONward at the Boys & Girls Club job fair, enrolled, and began working at our Old Navy store in Gap Inc.'s San Francisco headquarters.

Motivated to help support her mother and brother in college, Yumina went to work and started building independence. She even saved her paychecks and paid for her own driver's education courses. At Old Navy, she was mentored by leaders who inspired her to speak up, ask questions, and see her potential.

In 2025, Yumina graduated from high school and began studying neuroscience at the University of California Los Angeles (UCLA).

The confidence she built on the sales floor now shows up in lecture halls and labs. What began as a first job became the belief in her full potential. Her story is one of thousands across the U.S. and Canada, proof that access to opportunity can change what's possible.

"Boys & Girls Club taught me how to commit to being bold, being different, and not being afraid to use my voice."

This Way ONward showed me that there are employers who really believe that doing your best and speaking up matters.

Together, these experiences and the relationships I've built have expanded my view not only of whether I fit in, but of what's possible for me."

– YUMINA CAMPBELL
This Way ONward alumna

Bridging the *Opportunity* Gap

Opportunity Programs

Our opportunity programs advance economic opportunity and mobility in communities across North America while filling essential roles in our stores and distribution centers (DCs).

GOAL BY 2025	PROGRESS
Hire 5% of Old Navy entry-level store employees from This Way ONward annually	10% achieved, exceeding the goal
Reach 20,000 youth through This Way ONward	33,000+ youth reached since 2007

OUR APPROACH

As one of the largest American specialty apparel companies, our stores and DCs require thousands of employees to serve our customers. To meet our talent needs and address key barriers to employment, Gap Inc. invests in opportunity programs in the communities where we operate.

- Partnering with community-based organizations to provide training and jobs.
- Providing supportive services³⁴ like transportation, clothing, financial education, and career coaching to help eliminate barriers to employment.
- Leveraging brand leadership, employee volunteers, and grants to implement programs and uphold talent practices that enable opportunity.

This Way ONward participants build confidence, reduce social anxiety, and develop transferable skills like communication and time management while expanding their professional social capital.

IN STORES

Old Navy's signature program, This Way ONward, launched in 2007, opens doors to economic opportunity for youth by:



The Gap Inc. Opportunity team with staff members of The Door, a longtime partner of This Way ONward.

In 2025, independent analysis by the Burning Glass Institute found that This Way ONward participants are more likely to stay employed long term, advance into management and entrepreneurial roles, and contribute hundreds of millions in earnings to the broader U.S. economy each year.

Following the success of Old Navy's This Way ONward, we plan to develop more brand-aligned opportunity initiatives across all of Gap Inc. through 2030.

IN DCs

Our DC opportunity programs focus on local talent needs, offering services like free English instruction, career coaching, supportive services, and upskilling. We partner with local community colleges as well as the Tent Partnership for Refugees, National Immigration Forum, and Welcome.US to advance this work.

We plan to further expand and evolve these programs to continue benefiting both our business and local communities.

³⁴ Supportive services refer to an organization's offering or coordination of a holistic program of supportive services that are meant to be person-centered; in this context, employees may be best positioned to thrive in a job environment when they have stable housing, food security, access to transportation, and job-appropriate clothing. While job training may be the core service provided, the organization may also provide additional coordinated services to address housing, transit, food, clothing needs, and related services.

Opportunity Programs

Continued

2025 PROGRESS

IN STORES

For the second year in a row, Old Navy exceeded its 2025 This Way ONward goals, reaching more than 33,000 youth and hiring 10% of entry-level store employees through the program, doubling its hiring target.

This year alone, This Way ONward reached nearly 6,000 youth, with 70% of Old Navy stores hiring at least one This Way ONward participant. These hires report strong engagement and manager effectiveness scores.

This Way ONward has a ripple effect that goes beyond its participants. In 2025, nearly 6,000 household members were estimated as benefiting financially from youth employment, and approximately 24,000 people were estimated as having better-quality relationships due to increased youth confidence and social skills.

Through community partnerships, This Way ONward furthers its reach:

Boys & Girls Clubs of America: In 2025, nearly 19,000 youth at 595 Clubs were reached through workforce readiness programs.

Building on the recognition of our 31-year partnership with Boys & Girls Clubs of America, Old Navy introduced a new way to engage club teens in 2025 with a [pitch contest](#). The winning team from Milwaukee, Wisconsin, traveled to Gap Inc.'s San Francisco headquarters to present its concept, explore careers, and experience corporate culture firsthand. It's one more way

we're showing youth they belong here – and that their voices matter.

The Door – A Center of Alternatives: For over two decades, Gap Inc. has proudly partnered with The Door to lead our This Way ONward programming in New York City. In 2025, we expanded our partnership to help young people obtain industry-recognized credentials. Additionally, Old Navy President and CEO Haio Barbeito presented the National Retail Federation Foundation's 2026 RISE Up Partner of the Year award to The Door.

IN DCs

Since 2021, we have filled nearly 1,800 roles in our DCs with opportunity program participants, expanding access to employment in our local communities.

Following the rollout of our English language learning program in New York, English language learners continue to be a strong, reliable talent pipeline, stabilizing frontline staffing and reducing hiring risk during peak business periods. Notably, English language learners have higher referral rates, signaling strong engagement and trust in our workplace, and early performance outcomes that are comparable to peers, underscoring that inclusive talent pipelines and recruitment practices support a successful workplace for all.

English language learning program highlights at our target DCs from 2025 include:

- 32 frontline leaders participated in language courses to strengthen their ability to lead and

support multilingual teams, reflecting our commitment to building inclusive workplaces.

- Nearly 200 employees enrolled in English courses through EnGen³⁵, which was scaled to all our DCs in North America. 84% of participants surveyed demonstrated proficiency gains, and 81% reported an ability to navigate life and work better. In addition, approximately 100 employees accessed free English courses through local community colleges.
- We continued strengthening our multilingual workforce through a translated glossary of key warehouse terms, dial-in interpretation services, and interviewing and onboarding support in multiple languages.

We are implementing opportunity programs across our DCs to meet local community and business needs. For example, in 2025:

- We partnered with Achēv, a Canadian-based community organization, to pilot cross-cultural and workplace communications improvements, unique to our DC in Brampton, Ontario.
- Additionally, we partnered with the National Immigration Forum to pilot citizenship services for our DC employees. Over 120 employees and household members were able to access free, confidential legal support related to the U.S. citizenship process. The pilot's success led us to scale it as an offering to our entire U.S. workforce.



Bridging the Gaps pitch-contest-winning team from Boys & Girls Clubs of Milwaukee at our San Francisco headquarters.

APPROXIMATE JOBS FILLED BY OPPORTUNITY PROGRAM PARTICIPANTS	FY 2025
In stores	2,200
In DCs	400
Across the company	2,600
In stores, cumulative since 2007	11,000
In DCs, cumulative since 2021	1,800
Across the company, cumulative since 2007	12,800

³⁵ EnGen is a digital English upskilling platform providing custom Gap Inc. learning modules.



A culture of inclusion drives business performance and deeper belonging. At Gap Inc., we advance that culture through intentional actions that bring our values to life in everyday experiences.

This year, we launched our inaugural monthlong celebration dedicated to honoring the diverse experiences, perspectives, cultures, and traditions that shape Gap Inc.

We united our workforce through workshops and webinars designed to spark meaningful dialogue and deepen understanding.

In partnership with Disability:IN, we held an interactive disability inclusion workshop that highlighted the contributions of workers with disabilities and challenged us to think more about accessibility and opportunity in the workplace.

For World Mental Health Day, we hosted webinars to raise awareness, reduce stigma, and mobilize support regarding mental health.

Our Employee Resource Groups (ERGs) brought inclusion to life in visible, community-centered ways.

Pride@Gap gathered employees and allies at San Francisco's Castro Street Fair, founded in 1974 by Harvey Milk to lift up queer-owned businesses.

Women@Gap invited employees to wear green in honor of the International Day of the Girl and hosted a book drive celebrating diverse voices. The selected books reflected varied identities and lived experiences, helping readers broaden their perspectives.

API@Gap Inc. marked Diwali across our hub locations with traditional

cuisine, dance, and cultural festivities.

Bridging the inclusion gap is how we build a stronger business, community, and world. Together, these moments demonstrate how we are embedding inclusion into everyday experiences and taking meaningful steps to bridge the inclusion gap.

"Our ERGs are more than communities. Open to all, they are platforms for innovation, pipelines for leadership, and engines for belonging. This structure builds a better Gap Inc. for our people and for our business."

– TISH ARCHIE-OLIVER
Chief Inclusion and Belonging Officer

Bridging the Inclusion Gap

Inclusion and Belonging

Since Gap opened in 1969, embedding inclusive practices across our business has been at the core of our operations.



OUR APPROACH

We aspire to be a high-performing house of iconic American brands that shape culture, and our Inclusion and Belonging strategy empowers us to cultivate environments in which all people are celebrated for who they are and inspired to be their best. We believe creating a culture of belonging is everyone's responsibility, and together, we bridge the equity, inclusion, and opportunity gaps to create a better world.

We anchor our commitments in three areas:

WORKPLACE

We foster a culture of inclusion in which every employee feels valued, supported, and respected.

Pay Equity: We are committed to pay equity and conduct an annual internal pay equity assessment across markets to ensure our pay practices are fair and competitive.

Lead Inclusively: We develop leaders who can express, model, and promote inclusive behaviors. We empower them to build collaborative workplace communities that foster an inclusive and resilient team culture by providing the support needed for employees to thrive in a high-performance environment.

WORKFORCE

We are dedicated to ensuring that our workforce reflects a broad range of backgrounds, experiences, and perspectives to better serve our consumers and communities in every market.

Recruit Inclusively: We work to ensure our workforce represents our customers and communities by recruiting individuals from a multitude of backgrounds, perspectives, experiences, and opportunity programs.

Develop Our Talent: We build leadership pipelines and succession plans by ensuring we have fair and consistent talent practices.

Opportunity: We create pathways to economic mobility for people facing barriers to employment in our workforce and communities.

MARKETPLACE

We embed opportunity and inclusion into our business strategies, create sustainable value for our consumers, and bridge gaps for our community partners.

Create for All, With All: We support our brands in the creation of inclusive and relevant products and marketing campaigns for our customers.

Foster Community Belonging: We continuously utilize our ecosystem to positively impact our community partners while eliminating barriers to education, employment, and development opportunities.

Learn More: [Bridging the Inclusion Gap](#)

2025 PROGRESS

In 2025, 87% of employees who responded to the annual company engagement survey believe Gap Inc. is committed to inclusion in the workplace.

Lead Inclusively: 3,410 people leaders completed Leading Inclusively training, focused on building trust, psychological safety and a growth mindset.

We launched an Inclusive Response Task Force, a cross-functional group of leaders responsible for ensuring proactive, coordinated, and inclusive actions on matters that may significantly impact the workforce and our workplace.

Employee Resource Groups and Heritage Months: Gap Inc.'s seven Employee Resource Groups (ERGs), which are open to all employees, are led by executive sponsors and play a critical role in fostering inclusion and community.

In 2025, we relaunched the ERGs with a renewed focus to align programming with the company's transformation goals. Examples include:

- API@Gap Inc. hosted a community fair to celebrate API Heritage Month.
- Black@Gap Inc. members visited African American museums across the U.S. in recognition of Juneteenth.
- Hola@Gap Inc. hosted Bethany Vargas, director of the viral 2025 "Better in Denim" Gap campaign featuring Katseye, for a fireside chat to celebrate Latinx Heritage Month.
- Parents@Gap hosted a virtual back-to-school event to support families.
- Pride@Gap Inc. members celebrated Pride month with a Denim Divas drag show and Point of Pride letter writing activation.
- Women@Gap Inc. celebrated Women's History Month during a fireside chat with Katie Sowers, the first openly gay and first female coach in Super Bowl history.
- Veterans@Gap participated in Wreaths Across America to honor fallen veterans.

Inclusion in Tech: Gap Inc. employees were selected to attend AfroTech, North America's largest multicultural technology conference, and the Grace Hopper Conference, the world's largest gathering for women and nonbinary technologists.

Foster Community Belonging: Gap Inc. continued its partnership with the [Lower Eastside Girls Club \(LESGC\)](#), donating \$25,000 and volunteering to distribute food pantry kits. Our investment helped enable LESGC to deliver youth leadership programming, provide wellness services, and support our New York neighbors through the Food Pantry each month.

In 2025, Gap brand and Gap Inc. donated \$140,000 in cash and apparel to [The Brotherhood Sister Sol \(BroSis\)](#) and volunteered at back-to-school and holiday events to support BroSis's holistic approach to education, social justice, and leadership development. At the BroSis Voices Gala, Gap brand CEO Mark Breitbard was honored for his leadership in inclusion and youth empowerment.

Human Capital Management

Our talent management practices foster a culture of inclusion and belonging, provide fair development opportunities, secure benefits, and promote health, safety, and well-being.



The next generation of our Rotational Management Program.

EQUAL OPPORTUNITIES AND PAY

We are an equal opportunity employer and recruit, hire, train, and promote qualified people of all backgrounds, regardless of status. We are committed to creating a workplace free from harassment and discrimination.

Pay Equity: Globally, dollar for dollar, Gap Inc. pays women and men equal pay for equal work. In 2014, Gap Inc. was the first Fortune 500 company to announce equal pay for equal work, and, since then, we have conducted internal pay equity reviews using a leading third-party firm.

TALENT DEVELOPMENT

We view every role as an investment toward capability development, whether it's on the store floor, in a DC, or at corporate headquarters. Employees learn essential skills to support our business and help ensure their careers are well positioned for the future.

Our Talent Planning practices provide a comprehensive approach to strengthening our leadership pipeline. We assess leaders' potential, define focused development plans, and facilitate succession planning discussions. Through these practices, we identify critical leadership capabilities and drive stronger organizational agility, continuity in key roles, and a more diverse and prepared leadership pipeline.

Our talent development programs center on growing ourselves, our teams, and each other:

Let's Grow Ourselves

We encourage employees to own their career development and take advantage of the various skill development workshops we offer.

Let's Grow Our Teams

We help our people leaders be more effective in unlocking the performance and potential of their people through targeted development.

- Leadership Development training enables employees to lead themselves, their respective teams, and the business through an

enterprise-wide leadership framework and training.

- Our Accelerated Leadership Program (ALP) is designed for directors and senior directors to strengthen core leadership capabilities aligned to Gap Inc.'s Values-Based Leadership Behaviors. Through this program, participants build a leadership community, deepen purpose-driven leadership, and enhance their agility, inclusivity, and strategic impact.

Let's Grow Each Other

Our employees passionately mentor, share career stories, and invest time to grow and develop each other.

- Gap Inc.'s Rotational Management Program (RMP), a highly selective early-career leadership program, is designed to develop the next generation of leaders across the Gap Inc. portfolio. Through rotations across brands and functions, participants gain understanding of how creativity, strategy, and disciplined execution come together to drive performance. Alumni of the program now

serve across brands and functions, many in senior leadership roles, helping shape the future of Gap Inc. and the broader retail industry.

- Internship programs provide a meaningful hands-on experience across key business areas, developing future talent.

EMPLOYEE PERFORMANCE AND SATISFACTION

Our performance management approach supports a high-performing culture by setting clear expectations, aligning work with company priorities, and developing talent. We assess performance based on both results and how work gets done, grounded in our Values-Based Leadership Behaviors.

Employees and leaders set annual goals aligned with company priorities and team and role outcomes, and revisit them throughout the year. Continuous Conversations, along with our Mid-Year Performance and Development checkpoint, provide a structured opportunity to review progress, adjust goals as priorities shift, and align on development actions.

Imagine Better: Annual Employee Survey Results

We use an annual feedback survey to understand employee sentiment. In 2025, we received an 84% completion rate across the enterprise, eight points higher than last year.

Survey results indicate our Engagement Index is 73%, demonstrating satisfaction by answering favorably to statements such as: "I am proud to work at Gap Inc."; "My work gives me a sense of personal accomplishment"; and "I recommend Gap Inc. as a great place to work."

Additionally, 87% of employees believe Gap Inc. is committed to inclusion in the workplace.

As we continue our journey to become a high-performing organization, employee input is paving the way for innovation, growth, and a more inclusive workplace. Our leaders across Gap Inc. are committed to using employee feedback with intention – celebrating our strengths and addressing areas for improvement.

At year-end, employees complete a self-evaluation, and leaders complete an evaluation using our five-point rating scale. Talent calibration across the organization helps promote consistency and fairness. Year-end performance outcomes inform compensation decisions, including merit increases.

Human Capital Management

Continued

BENEFITS AND WORK-LIFE INTEGRATION

Our comprehensive benefits programs help employees make the most of their professional and personal lives, offering competitive, modern, and relevant health and financial well-being benefits to attract and retain talent. We make substantial efforts to communicate and engage all employees on these benefits through multiple campaigns during the year, including those targeting our store, DC, and part-time employees.

FINANCIAL WELL-BEING AND PROTECTION

GapShare 401(k) Retirement Plan (U.S.) and Financial Well-Being Resources: We help employees build financial security by matching employee contributions up to 4% of base pay, with 100% immediate vesting for full-time employees and those meeting minimum service hours. For part-time employees who do not meet minimum service hours, we offer the option to contribute on day one of employment. Digital and telephonic financial well-being resources complement this GapShare 401(k) access. Non-U.S. employees have access to local market-relevant retirement benefits. Further financial well-being resources are provided globally through our Employee Assistance Program.

Weekly Pay: To further supplement financial well-being, most U.S. store and DC employees are paid weekly to allow quicker access to pay and to

provide flexibility to employees for managing their finances.

Employee Stock Purchase Plan (ESPP): To help our employees share in our financial success, we offer all nonseasonal U.S. and Canada employees to purchase Gap Inc. stock at a 15% discount quarterly.

Employee Merchandise Discount Program: We offer employees up to 50% off regular-price merchandise in our stores globally and online (in the U.S. and Canada), keeping our products accessible.

Commuter Benefits: U.S. employees can save on eligible commuting costs through automatic, pre-tax payroll deductions.

Supplemental Educational Reimbursement: We offer tuition reimbursement, discounted tuition courses, and tuition-free higher-education options for full-time nonseasonal employees.

Financial Risk Protection: We offer all U.S. full-time employees company-paid life and disability insurance. Part-time and seasonal employees can access free life insurance and purchase additional protection coverage lines through Avibra. Non-U.S. employees have market-relevant risk protection benefits in their geographies.

Legal Service Plan: U.S. full-time employees are eligible to pay a nominal fee per paycheck to receive unlimited access to a network of attorneys for legal counsel. Part-time employees have access to comparable legal support services through Avibra for a nominal fee as well. General free legal support through our Global Employee Assistance Programs (EAPs) is also offered.

HEALTH AND MENTAL WELL-BEING

We offer U.S. full-time employees comprehensive medical, dental, and vision coverage. Our Preferred Provider Organization (PPO) Core Plan has some of the lowest-cost paycheck premiums relative to our peers to keep healthcare accessible. Part-time employees have access to Stride Health, which provides consultation on securing coverage through healthcare exchanges, in addition to the ability to purchase discounted dental and vision coverage. Non-U.S. employees are offered company-provided medical coverage if relevant by market or geography.

Free mental health therapy or coaching sessions, along with other resources, are available via our Lyra Mental Health and EAP for all U.S. employees.

The fertility/family planning education platform Inflection is available to U.S. employees. Inflection also provides menopause support and education. Those who participate in our medical plan also have access to advanced fertility medical treatment care in the U.S. and Canada.

We offer free online universal health and mental well-being resources to all global employees.

LEAVE AND FLEXIBLE WORK

Paid Time Off (PTO): In the U.S., we provide PTO, including sick and personal holiday days, which increases with seniority, up to 30 days for full-

time employees. Director-level and higher employees are provided “as needed” PTO.

Parental Leave: U.S. employees have 12 weeks paid parental leave.³⁶ This is available to full-time employees after six months of service and to part-time employees who have worked at least 24 hours a week for the six months prior to parental leave. Full-time employees who may not qualify for paid parental leave are still offered leave on a nonpaid but job-protected basis. This is in addition to our job-protected pregnancy disability leave, which can be six weeks or more, available to both full-time and part-time employees. Full-time employees are paid during pregnancy disability leave through our risk protection benefits.

Time away and comparable protected leaves are offered to all non-U.S. employees on a market-relevant basis.

Adoption/Surrogacy Assistance Reimbursement Plan: Gap Inc. provides financial support for costs associated with public, private, or international adoptions of children younger than 18 years of age, or if building a family via a surrogate for full-time employees in the U.S. and Canada.

Phase In/Phase Out: Eligible employees can temporarily reduce work hours before or after parental or family leave of absence.

Caregiver Assistance: U.S. full- and part-time employees have online access to child-, elder-, and pet-care resources, and benefit from back-up child and elder care and priority access to nationwide child-care centers. We offer easy access to care providers through Bright Horizons, with the opportunity for full-time employees to enroll in a dependent (day) care flexible spending account to save tax-free dollars to pay for child or adult dependents.

Scheduling and Wages: We offer competitive wages reflective of each local labor market and comply with all pay-transparency laws, requiring the disclosure of pay ranges and benefits to employees. We benchmark and adjust pay ranges annually to support competitiveness and review

pay equity internally, periodically validating our results with an external consultant. We have taken steps to improve scheduling practices, including eliminating on-call scheduling and providing employees with 10–14 days’ notice for their schedules.

Learn more: [Gap Inc. Benefits](#)

OCCUPATIONAL HEALTH AND SAFETY

We operate in line with national- and state-level OSHA standards and are committed to implementing sound engineering controls, and preventing and promptly addressing injuries, using an integrated approach:

Hazard Identification, Prevention, and Awareness: We include safety criteria in the design and layout of our stores and warehouses, as well as in contracts to limit risk and liabilities associated with vendor and contractor services and projects. We train employees on safe work practices through on-the-job training programs.

Assessments and Audits: Dedicated teams analyze risks, collaborating with operational leaders to adjust business practices in line with emerging incident trends. Our Internal Audit department completes reviews of specific scope areas for DCs and stores to gauge procedural compliance and solicit feedback from business partners. We also use third-party firms to perform assessments and survey our DCs, corporate offices, and data centers.

Incident Response and Oversight: Leaders and associates are accountable for following our incident investigation and reporting processes. All reported information is analyzed centrally to assess risks and develop preventive measures.

³⁶ Six weeks at 100% pay and six weeks at 50% pay.

Community Engagement

Through volunteering, donations, and strategic partnerships, we bridge gaps in our communities while connecting our employees as a Gap Inc. community.



OUR APPROACH

Our goal is to catalyze solutions to societal challenges by investing in and collaborating with stakeholders. Through partnerships and employee engagement, we contribute to our communities.

VOLUNTEERING

Community leaders from across the company organize local and regional volunteer and engagement events with their teams and stores. When teams volunteer 25 hours with an eligible community organization, they can request a \$250 team grant for the organization; and for every 15 hours an employee volunteers with an eligible nonprofit, Gap Inc. donates \$150 to that nonprofit.³⁷

CORPORATE GIVING

We provide in-kind donations of excess inventory to maximize the value of our products and advance circularity.³⁸

We match employee donations up to \$15,000 for full-time employees and \$1,000 for part-time employees annually. We also provide funds for eligible nonprofits for which qualified employees are serving as board members.

DISASTER RESPONSE

We support employees and communities impacted by natural disasters with financial and in-kind donations to nonprofit partners or through our Selvage Fund, which supports Gap Inc. employees in times of need.

2025 PROGRESS

In 2025, over 35,200 employees volunteered at food banks, clothing drives, community cleanups, pet fostering, mentoring, and other community service activities.

Gap Inc. donated approximately \$2 million to more than 3,200 organizations worldwide as a result of employee engagement activations, including volunteer matching from Team Grants and Money for Time, holiday grants and gift donations from Gap Inc. Gives, and Community Leader Appreciation Day.

Employee engagements at our DCs increased for the second consecutive year, with all campuses participating in the global Walk for Water.

Disaster Response: Gap Foundation donated \$275,000 to support disaster recovery. An additional \$7,000 was distributed to employees impacted by presidentially declared disasters in 2025 through the Selvage Fund.

In response to the flash floods in Central Texas, Gap Foundation donated \$100,000 in general operating funds to the American Red Cross. More than 8,000 clothing units were donated to organizations serving those impacted. Our stores in the surrounding areas remained operational and offered community discounts.

In December, the Tai Po district of Hong Kong experienced a devastating residential fire. Hong Kong is home to our Global Sourcing office and hundreds of Gap Inc. employees. Gap Foundation donated \$75,000 to Feeding Hong Kong and approximately 2,000 pieces of clothing to support those impacted by the fire.

With food insecurity exacerbated by the government shutdown, Gap Foundation donated \$100,000 to Feeding America.

MEASURING EMPLOYEE ENGAGEMENT AND CORPORATE GIVING	FY 2025
Percent of employees who volunteered	45%
Hours volunteered	263,000
Monetary value of employee volunteering (monetary value from Independent Sector)	\$9 million
In-kind donation units ³⁷	74,000
In-kind donation value ³⁷	\$564,000
Gap Inc. cash donation value	\$8.2 million
Gap Foundation giving value	\$1 million

³⁷ United States team grants are paid by Gap Foundation; all other employee engagement donations are paid by Gap Inc.
³⁸ In 2025, we updated our methodology for counting in-kind donations, which now excludes certain other end-of-life streams.

Community Engagement

Continued

SAN FRANCISCO FORWARD

San Francisco is Gap Inc.'s hometown – the city where we were founded and a core part of our identity. We consistently invest in its future through community partnerships, volunteerism, and cultural activations that strengthen San Francisco as a place to live, work, and visit.

In 2025, we strengthened our commitment and prioritized sustained engagement, measurable impact, and partnerships that reflect the city's evolving needs.

Volunteerism: Gap Inc. employees volunteered nearly 4,000 hours with San Francisco organizations, including continuing our more than 20-year partnership with GLIDE, where we covered 37 lunch shifts to ensure consistent, reliable support for our San Francisco neighbors facing food insecurity.

Downtown Volunteer Coalition (DVC): In 2024, we launched the DVC in partnership with HandsOn Bay Area, JPMorgan Chase, Levi Strauss & Co., Visa, and Wells Fargo, and this year, we received the Beyond the Check award for Community Impact. A year into its inception, DVC has completed 40 projects with 130 Gap Inc. employee volunteers.

Gap Foundation Giving: Gap Foundation granted \$350,000 to five San Francisco-based nonprofits leading the city's revitalization efforts.

Nest + Makers United: We expanded our partnership with Nest to support more than 80 Bay Area makers through an educational summit

and our second annual Holiday Makers Market, hosted at Gap Inc.'s headquarters, which drew more than 2,000 visitors celebrating the local arts community. We also hosted a pro bono legal clinic with DLA Piper for 10 small businesses participating in Nest.

Gap Chestnut Street Opening: Gap reopened its flagship Marina store as a renewed expression of the brand and a key moment in building our San Francisco Forward momentum through promotion and civic engagement. The opening was marked by a ribbon cutting with San Francisco Mayor Daniel Lurie.

Outside Lands: Gap brought an immersive "Hoodie House" customization experience to Outside Lands, San Francisco's largest music festival, reaching nearly 225,000 people in 2025.

Holiday Highlights: Gap Inc. supported Let's Glow SF, a revitalization initiative featuring immersive art projections. We also sponsored the Winter Walk 2025 Holiday Marketplace and hosted the first Old Navy pop-up in Union Square. We participated in the annual GLIDE Grocery Bag Giveaway and hosted our first Holiday Shopping Spree at our headquarter stores, where kids and caregivers received gift cards to shop and celebrate the season together.



Top left: Gap Chestnut Street opening | Top right: The Hoodie House by Gap at Outside Lands | Bottom left: Nest Holiday Makers Market | Bottom right: GLIDE volunteer shifts

Governance

Through strong corporate governance, we aim to operate ethically, comply with laws and regulations, mitigate risks, and engage stakeholders to protect people and the planet.

Supplier Compliance

Management Oversight

Risk Management

Stakeholder Engagement

Business Ethics and Integrity

Supplier Compliance

We promote a responsible and ethical supply chain by monitoring, assessing, and partnering with suppliers to uphold high social and environmental standards.

GOALS BY 2025	PROGRESS
100% of in-scope Tier 1 facilities participate in industrywide efforts (SLCP and/or ILO-IFC Better Work) by 2023	100% achieved
100% of strategic Tier 2 facilities participate by 2025	100% achieved
80% of Gap Inc. sourcing is allocated to green-rated facilities	86% achieved
100% of Tier 1 suppliers comprising 90% of Gap Inc.'s business spend are invited to participate in Better Buying, with scores isolated across brands, working toward annual public reporting on purchasing practices improvements	100% achieved, and results indicated continuing overall year-over-year improvements

OUR APPROACH

Our Vendor Compliance program monitors and helps improve suppliers' social and environmental performance through assessments, remediation, training, vendor scorecards, and responsible purchasing practices.

Our approach is anchored in our [Code of Vendor Conduct](#) (COVC), first implemented in 1996 and updated regularly to reflect evolving international and local regulations.

Adherence to the COVC applies to all facilities that produce goods for Gap Inc., as formalized through our Vendor Compliance Agreement and Tier 2 Mill Compliance Agreement. The COVC sets expectations for compliance with our [Human Rights Policy](#) and annual completion of the Higg FEM.

Assessment and Remediation: Our Assessment Manual defines the protocols used to assess and remediate labor and working condition issues.

- We conduct three types of assessments for all facilities: 1) initial assessments to approve supplier activation, 2) annual assessments of COVC compliance, and 3) assessments to monitor corrective action progress. Where available, we partner with the Social & Labor Convergence Program (SLCP) and ILO-IFC Better Work to reduce duplication and support industry alignment.
- Facilities receive a color-coded score based on the number and severity of issues identified: Green (86–100 points) reflects strong social and environmental performance; yellow (65–85 points) indicates improvements are needed; and red (0–64 points) signals immediate attention is required. Facilities receiving a red rating on an initial assessment are not approved for sourcing. Given that the Gap Inc. COVC is undergoing revisions, in 2026 the facility scoring and rating system will be reviewed and calibrated as warranted.
- COVC violations are managed through a formal remediation process involving



Photo by ©RISE

investigation, due diligence, and root cause analysis. We work with complainant(s), the facility and supplier, local and international stakeholders, and other brands sourcing from that facility to develop corrective action plans. Corrective actions are expected within 30 to 60 days, while severe issues are addressed immediately, and longer-term prevention plans are developed within 120 days. Closure requires alignment with the COVC and Human Rights Policy.

- Cases of persistent or egregious noncompliance may result in a facility or supplier exit. Throughout the deactivation process, we monitor the facility to support resolution of outstanding issues.

Grievance Mechanisms: Our COVC requires facilities to provide workers with secure, anonymous channels to report concerns. While we do not track grievances reported directly to management, our COVC assessments identify systemic issues and areas for improvement.

We amplify worker voices through our [Capability-Building Programs](#) and Workforce Engagement program, a supplier-led initiative that promotes worker-management dialogue and facility-level

improvements by enabling confidential worker feedback through surveys, interviews, and messaging.

Vendor Scorecards: Assessment results are incorporated into vendor scorecards used by the Gap Inc. Sourcing team to inform business decisions. The scorecard serves as both an incentive and accountability tool to close performance gaps and drive continuous improvement.

Purchasing Practices: We participate in Better Buying, which gathers Tier 1 supplier feedback to strengthen labor practices and human rights in the supply chain. Each year, we invite Tier 1 suppliers representing 90% of Gap Inc.'s business spend to complete the Better Buying survey to inform improvements in our relationships and sourcing practices.

In 2025, responses showed continued year-over-year improvement; suppliers specifically recognized our “win-win sustainable partnership.”

Supplier Compliance

Continued

2025 PROGRESS

Policy Updates: In 2025, we assessed and updated our COVC standards.

Learn More: [Human Rights](#)

In 2024, we launched a Tier 2 Mill Compliance Agreement to extend oversight to Tier 2 facilities nominated by Tier 1 suppliers. This increased upstream visibility and enabled targeted assessments of Tier 2 facilities employing foreign contract workers. We also hosted workshops in South Korea, with nearly 100 facility representatives to support implementation.

Assessment and Remediation: 17% of supplier assessments were conducted by Gap Inc., 37% by ILO-IFC Better Work, 44% through SLCP, and <3% through other third parties.

At the end of 2025, 80% of Tier 1 facilities were rated green (a 2% increase from 2024), 20% rated yellow, and <1% rated red. 86% of our business spend was allocated to green-rated facilities, surpassing our target of sourcing a minimum of 80% from green-rated facilities by 2025. Following our COVC standards update, we will evaluate and recalibrate the compliance rating system in 2026 as needed.

Learn More: [Code of Vendor Conduct Findings](#)

Institute of Public & Environmental Affairs (IPE): The IPE's platform allows us to monitor pollution data in China and facilitate corrective action in the case of violations. At the end of 2025, 51 Tier 1 and 61 Tier 2 suppliers were registered on the IPE platform for monitoring.

UNDERSTANDING OUR SUPPLY CHAIN

Improving performance begins with identifying and locating suppliers and learning about their capabilities and challenges.



TRACEABILITY

We publish our Tier 1 facility list twice a year and are improving visibility into Tier 2 and beyond.

Open Supply Hub: [Gap Inc. profile](#)



COLLABORATION

- Tier 1 and 2 suppliers
- Industry partners
- Innovation and technology partners
- NGOs

RATING SUPPLIERS

We calculate a Compliance and Sustainability score for each facility as part of our Tier 1 vendor scorecards, which have a rating system of red, yellow, or green (most favorable). We assess suppliers for social and environmental compliance using a variety of methods.



COMPLIANCE AND SUSTAINABILITY SCORE COMPONENTS

Social

SLCP, ILO Better Work, and Gap Inc. COVC assessments
RISE participation and percentage of female beneficiaries

Environmental

SLCP, ILO Better Work, and Gap Inc. COVC assessments
Higg Facility Environmental Module (FEM)

ENCOURAGING ACTION

We aim to support worker well-being, respect human rights, reduce environmental impacts, and help suppliers find efficiencies with streamlined industry tools and processes.



REMEDATION PRACTICES

We collaborate with stakeholders to develop corrective action plans.



PURCHASING PRACTICES

We participate in Better Buying and encourage Tier 1 suppliers to provide feedback.



Capability-Building Programs

Go beyond basic compliance to support supplier capacity building for more positive working conditions and environmental performance.

Learn More: [Climate Action](#), [Water Stewardship](#), [Capability-Building Programs](#)

Management Oversight

A strong governance structure holds us accountable for environmental and social issues in our business operations and supply chain.

OUR APPROACH

Effective governance helps ensure that sustainability issues are considered in our business practices. We maintain the following management approach to our environmental and social initiatives, targets, risks, and opportunities:

Business Integration: The Global Sustainability team integrates sustainability goals into core business functions that include Product Development, Global Supply Chain, Sourcing, and Logistics. Together, teams monitor fiber conversion to more sustainable sources, enable social and environmental supplier programs, and validate sustainability product claims. We consider financial risks and opportunities related to environmental and social initiatives as part of the company's planning and risk management process.

Oversight Structure: The Board and its committees are actively involved in oversight of our environmental, social, and governance programs, given the importance that the company believes environmental, social and governance strategies have in achieving its long-term growth objectives. Each Board committee plays an important role in overseeing aspects of our environmental, social,

and governance programs, and provides regular updates to the full Board. The Board, taking into account these reports, monitors related risks and opportunities as part of its overarching risk management and strategy responsibilities.³⁹

The Governance and Sustainability Committee oversees the company's environmental stewardship practices, social and community issues involving supply chain, philanthropy and community giving, and public advocacy and political giving.

The Audit and Finance Committee oversees the company's Corporate Compliance program, the Internal Audit function and enterprise risk management, and company programs related to data privacy and cybersecurity.

The Compensation and Management Development Committee oversees the company's human capital management and talent development functions, including programs and strategies related to opportunity hiring, pay equity, and workforce inclusion and belonging.

Data Integrity and Transparency: We work cross-functionally on data governance, building strong control environments and internal review hierarchies to help ensure data integrity. We

report transparently on environmental and social metrics in line with the Science Based Targets Network (SBTN), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), UN Guiding Principles on Business and Human Rights, Paris Agreement on climate change, and Task Force on Climate-related Financial Disclosures (TCFD).

2025 PROGRESS

This year, we further aligned our governance practices with increasing regulations and existing commitments. We regularly convened a Compliance Steering Committee composed of our Senior Leadership team to ensure our programs and practices remain compliant with applicable laws and regulations, proactively address potential challenges, ensure responsible sourcing practices, and uphold our commitment to sustainability.

Learn More: [Proxy Statement](#)

³⁹ The Chief Legal and Compliance Officer periodically reports to the Audit and Finance Committee of Gap Inc.'s Board of Directors on the effectiveness of the company's Corporate Compliance program.

OVERSIGHT STRUCTURE

Our Board of Directors currently has 11 members, with 10 determined to be independent under the rules of the New York Stock Exchange. We require 100% membership independence on our three standing committees. The Board receives regular reports from the Board committees on their areas of oversight responsibility and monitors related risks and opportunities. Learn more in our [Proxy Statement](#).



Risk Management

Annually, we identify and assess existing and emerging risks that have the greatest potential to impact company operations and our ability to achieve our objectives.

OUR APPROACH

Enterprise Level: Annually, the company’s Internal Audit function facilitates a comprehensive enterprise risk assessment (ERA), supported by ongoing risk monitoring throughout the year, encompassing significant risk areas identified using a risk framework, including strategic, operational, compliance, financial, sustainability, reputational, and climate risks. The ERA is designed to gather information regarding key enterprise risks, emerging and evolving risks, and critical risk events that could impact the company’s ability to achieve its objectives and execute its strategies. Risks are aligned to functional areas and categorized based on the company’s potential exposure and the maturity of mitigation strategies. The company’s Risk Committee, which currently includes the entire Senior Leadership Team, is responsible for overseeing the ERA process. Primary assessment methods include interviews and surveys with employees, key executives, and Board members; review of critical company strategies and initiatives; and monitoring of regulatory developments and emerging industry trends and issues.

The ERA results are reviewed by the CEO and the Risk Committee and are presented at least annually to the Board by the Chief Audit Executive to facilitate discussion of significant risk areas, emerging and evolving risks, and related mitigation strategies. The results provide the foundation for the annual Internal Audit plan,

management’s monitoring and risk mitigation efforts, and ongoing Board-level oversight.

The Risk Committee meets regularly throughout the year to review selected risks and potential critical risk scenarios, as well as management’s associated mitigation plans and progress. A subset of the Risk Committee, the Risk Steering Committee, convenes to coordinate enterprise risk activities, support cross-functional risk ownership, and establish the agenda for broader Risk Committee discussions, including updates regarding the company’s evolving risk profile.

On a quarterly basis, our Chief Audit Executive updates the Audit and Finance Committee on changes to the company’s enterprise risk profile and updates to the Internal Audit plan. Additionally, key third-party dependencies are monitored as part of our overall business continuity planning and resiliency efforts, with the Audit and Finance Committee receiving periodic updates. Our Chief Legal and Compliance Officer meets quarterly in a private session with the Audit and Finance Committee, in part to update the committee on legal, regulatory, and compliance risks. In addition, on a regular basis, management communicates with the Board, both formally and informally, about key initiatives, strategies, and industry developments, in part to assess and manage potential risks. We also facilitate cross-functional training exercises to help the company better prepare for critical risk events.

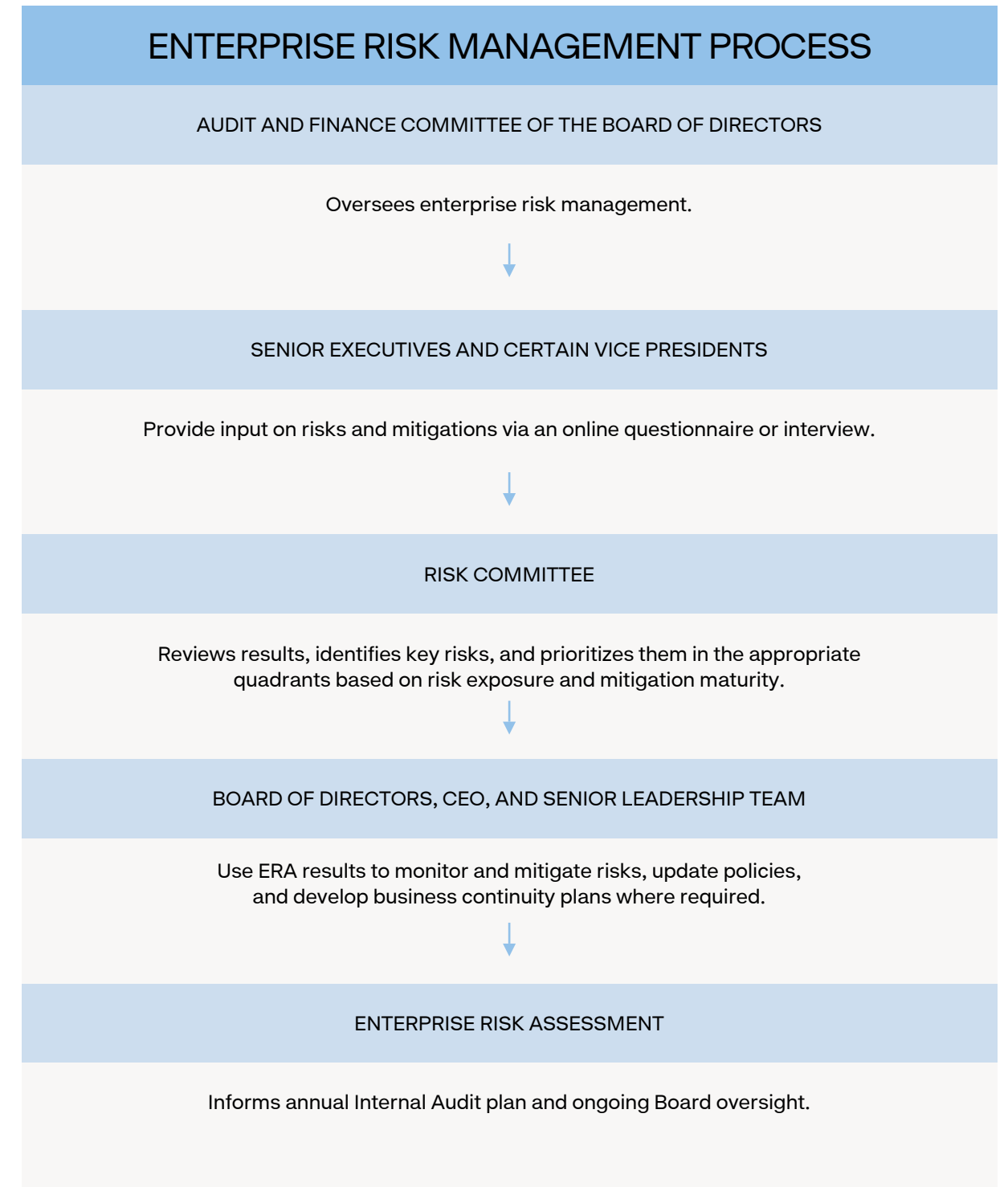
Climate, human rights and labor, and other sustainability-related risks and opportunities are integrated into the ERA process to be considered in the context of regulatory developments, market expectations, operational impacts, and longer-term strategic considerations.

Physical Asset Level: Our Global Resilience team helps mitigate physical risks to protect company-operated sites. We use predictive and actual models from agencies such as the National Oceanic and Atmospheric Administration to determine the residual risk remaining after preparedness plans are developed.

2025 PROGRESS

In 2025, we used findings from our climate scenario analysis, which identified water scarcity, riverine flooding, and extreme temperatures as primary physical risks in our value chain to help pinpoint priority regions for intervention and risk mitigation with suppliers. We also leveraged the World Wildlife Fund Water Risk Filter to strategically place our water replenishment efforts with suppliers in South and Southeast Asia and Central America. In 2025, we partnered with several suppliers to mitigate risks from water scarcity by reducing freshwater use through water-saving technologies and water reuse and recycling.

Learn more: [Business Ethics and Integrity](#), [Climate Action](#), [Water Stewardship](#)



Stakeholder Engagement

Stakeholder engagement, partnerships, and political dialogue are critical to our strategy and help maximize the positive impact of our programs.

OUR APPROACH

We regularly engage stakeholders to understand the issues that affect them, our industry, and society. The frequency of our stakeholder engagement is based on their connection to our business, our ability to impact them, and the salience of the issue being addressed. Dialogue helps us improve our strategies, set goals, focus action, and scale industry solutions.

To capture feedback, respond accordingly, and drive improvements across our business, we:

- Convene industry and stakeholder partners to discuss systemic issues that require collaboration, including our participation in the American Apparel and Footwear Association (AAFA) Social Responsibility Committee, the Retail Industry Leaders of America (RILA) ESG Committee, and the National Retail Federation’s (NRF) Sustainability Council.
- Implement formal and informal consultations with expert organizations on material issues.
- Contribute our voice to policy issues through government engagement.

Our stakeholder engagements include but are not limited to those outlined here.

2025 PROGRESS

Employees: We use an annual feedback survey to understand employee sentiment. In 2025, survey results indicate our Engagement Index is 73%.

Learn More: [Human Capital Management](#)

Government: At Gap Inc., we believe that being an active participant in the democratic process is central to living our purpose to bridge gaps to create a better world.

In 2025, we reintroduced the Gap Inc. Good Government Fund (GGF), our company’s political action committee (PAC), which allows Gap Inc. employees to make voluntary financial contributions of up to \$5,000 per year to support candidates who engage on issues important to our business, our employees, and our shareholders. For every dollar an employee contributes to the GGF, Gap Inc. matches it with a donation to the 501(c)(3) charity of the employee’s choice.

Government Affairs Ambassador Program: Launched in 2023, Government Affairs Ambassadors are Gap Inc. employees across the country who share our story with their elected officials. In 2025, Ambassadors welcomed elected officials to our stores and distribution centers to give policymakers insight into our

STAKEHOLDER TYPES AND ENGAGEMENT METHODS				
STAKEHOLDER	ENGAGEMENT FORMAT	FREQUENCY	KEY TOPICS	LEARN MORE
INVESTORS	Earnings calls, engagement with investment analysts	Quarterly	• Financials	Investor Relations Proxy Statement
	Shareholder outreach program	Semiannual	• Risks and opportunities • Market influences	
CONSUMERS	Online survey sent to Gap Inc. Insiders Community	At least annually	• Brand perception • Social and environmental programs	Contact Us
EMPLOYEES	Imagine Better survey COBC Hotline	Annually and as needed	• Workplace satisfaction	Human Capital Management
SUPPLIERS	Better Buying survey	Annually and as needed	• Human rights and labor	Human Rights Capability-Building Programs
	Meetings, evaluation, training, surveys		• Occupational health and safety • Environmental performance	
SUPPLY CHAIN WORKERS	Interviews, surveys	Routinely	• Human rights and labor	Supplier Compliance
LABOR AND HUMAN RIGHTS ORGANIZATIONS	Meetings, surveys	At least monthly	• Human rights and labor	
NGOS AND TRADE UNIONS	Meetings	Regularly	• Human rights and labor	
GOVERNMENT	Meetings	Regularly	• Issues that affect our business and community interests	Political Engagement Policy
INDUSTRY INITIATIVES	Meetings, surveys	At least weekly	• Regulation	Our Impact Approach
			• Environment • Human rights and labor	

operations, our commitment to employees and communities, and the role Gap Inc. plays in driving economic opportunity and advancing dialogue on issues affecting our industry and workforce.

In 2025, Gap Inc. sponsored several events:

- The annual Congressional Baseball Game in Washington, D.C., a bipartisan tradition, brought together members of Congress for friendly competition. This year’s game raised a record \$2.75 million for 45 D.C.-based nonprofits, including the Boys & Girls Club, a partner of [This Way ONward](#).

- The 43rd annual Taste of the South Gala in Washington, D.C., an event bringing together leaders from government, business, and the nonprofit community, raised \$1.3 million for nonprofits in the southern U.S. focused on advancing children’s literacy.
- California State Society’s Golden State Gala, held in Washington, D.C., celebrated California’s 175th anniversary as the 31st U.S. state. Proceeds support nonpartisan, nonprofit efforts to foster connections among California businesses in the D.C. area.
- In New York City, Gap Inc. welcomed seven state legislators to our Times Square Old Navy and Gap stores during the National Retail

Federation’s annual Big Show retail convention. These store tours showcased our frontline teams and the role our stores play in local communities while engaging legislators in dialogue about policy issues affecting the industry.

- In October 2025, we hosted a panel discussion for employees at our New York headquarters to give objective, nonpartisan insights on the 2025 New York City mayoral election, covering key topics, such as public safety, taxes, transit, and housing.

Business Ethics and Integrity

Our global integrity and compliance program is designed to help employees and our Board of Directors meet legal requirements while operating with integrity.

CODE OF BUSINESS CONDUCT

Since 1998, our [Code of Business Conduct](#) (COBC) has been the foundation of our global integrity and corporate compliance program, and it contains the policies and principles that all Gap Inc. employees and directors are expected to follow. In 2025, we updated our COBC to reflect how we work today, while staying rooted in the values that define who we are. The updated COBC brings those values to life through a simple but powerful principle: Do what's right. This means more than just following rules, but also leading with purpose and integrity in everything we do.

All employees receive access to the COBC when they join the company, agree in writing to comply with it, and are required to complete related training. Depending on location, level, and role, employees may be required to complete additional training on issues such as sexual harassment, Zero Means Zero (no discrimination, harassment or retaliation), wage and hour compliance, workplace accommodations, anti-corruption, and data privacy and security.

Employees are encouraged to raise concerns with their manager, next-level manager, local human resources, or our Global Integrity team. Additionally, our confidential, [24/7 COBC Speak Up Hotline](#) is managed by an independent third-party vendor and is available to anyone who conducts business with or is an employee of Gap Inc. All reporters have the option to remain anonymous. Individuals who report suspected COBC violations are protected by the company's strictly enforced policy of zero tolerance for retaliation.

Our investigative teams triage and track complaints and the related investigative processes and remediation actions in our web-based reporting system. These are also monitored and reviewed by our Global Integrity and Internal Audit teams.

The Global Integrity team conducts regular assessments to measure the impact of the program and is committed to continually improving it in line with legal and regulatory requirements, U.S. Department of Justice guidelines, corporate ethics best practices, and our own ambitious standards.

The Audit and Finance Committee has oversight responsibility for the corporate compliance program and receives regular updates from the Chief Legal and Compliance Officer.

Learn more: [Corporate Compliance](#)

ANTI-CORRUPTION AND BRIBERY

As a publicly traded company, we uphold rigorous anti-corruption policies and associated procedures, such as our Global Anti-Corruption policy and our Anti-Corruption Due Diligence (ACDD) process. These measures support compliance with the U.S. Foreign Corrupt Practices Act and local anti-bribery laws.

We promote compliance and monitor and address corruption and bribery risks through our anti-corruption and anti-bribery policies, training programs, and due diligence of third parties. Anti-corruption training is delivered to global directors and positions above, as well as to managers in high-risk functions. Additional training is delivered as needed.

We leverage our program assessments to evaluate the effectiveness of the anti-corruption program, use the ACDD process in high-risk markets, and require that an ACDD report be run on all third-party distributors and all third parties who interact with government officials and/or third-party distributors on our behalf.

Gap Inc.'s compliance program was selected for this year's Women's White Collar Defense Association (WWCDA) Group Award.

COMPETITION AND ANTITRUST LAWS

Many of the countries where we operate have competition (antitrust) laws. These laws reinforce our standards – everyone needs to be able to compete fairly in a free market. To prevent

misconduct, employees and directors are required to comply with our internal Competition Law Policy and local laws. Any violations of this policy may be subject to disciplinary action, up to and including termination, significant monetary damages or fines, and even legal action.

DATA PRIVACY AND CYBERSECURITY

We are committed to informing our customers and employees to have control over how their personal information is collected and used. Our privacy practices are aligned with laws across the jurisdictions where we operate and guided by well-established principles: fairness and transparency, collecting only what is necessary, using personal information only for its intended purposes, ensuring accuracy, retaining it responsibly, safeguarding it effectively, and upholding accountability.

Learn More: [Privacy Policy](#)

Safeguarding our information systems as well as the information that we receive and store about our customers, employees, vendors, and others is a priority for Gap Inc. We maintain a cybersecurity program with technical and organizational safeguards that is designed to identify, assess, manage, mitigate, and respond to cybersecurity threats, including threats associated with the use of third-party systems.

Annually, employees receive cybersecurity training, and we provide additional targeted cybersecurity awareness and education activities throughout the year. In partnership with external consultants, we periodically conduct "tabletop" exercises to simulate real-life cybersecurity incident scenarios to assess our preparedness, test our incident response plan, and highlight potential areas for improvement. Audits of our cybersecurity risk management processes are conducted periodically, and we maintain cybersecurity risk insurance.

Gap Inc.'s Chief Information Security Officer (CISO) oversees the cybersecurity program. The

CISO reports to the Chief Technology Officer (CTO) and is responsible for assessing and maintaining the company's cybersecurity risk management processes. The Audit and Finance Committee of the Board oversees the company's cybersecurity program as well as risk exposures and steps taken by management to monitor and mitigate cybersecurity risks. The CISO provides a quarterly update on the cybersecurity program, on an alternating basis, to the Audit and Finance Committee or the full Board.

Learn More: [Annual Report](#)

ARTIFICIAL INTELLIGENCE

Our approach to artificial intelligence (AI) is rooted in a belief that technology should enable our employees and drive business value. Our Office of AI governs the use of AI to ensure alignment with our values, business objectives, and ethical standards. Generative AI may reflect societal biases; therefore, we ask employees to sign our Generative AI Acknowledgement. We recommend Generative AI outputs have a human review before use, and our policy mandates that users check AI for detectable bias and accuracy during development and testing of AI tools.

MARKETING AND PRODUCT CLAIMS

We aim to ensure accurate, substantiated, and ethical representation of our products and services in all marketing messages, including all sustainability claims we make.

We have policies requiring every environmental or social product claim to be supported by verified and documented benefits. We train our employees on product claims, our Product Claims Toolkit, and follow a thorough review, approvals, and [data validation process](#) for all public messaging.

Appendix

Materiality Assessment

GRI Index

SASB Index

TCFD Index

Data Assurance

Materiality Assessment

In a rapidly changing world, we aim to identify and respond to material environmental, social, and governance topics that are significant to our business and priority stakeholders.

MATERIAL TOPICS

In March 2023, we conducted a materiality assessment in partnership with a third-party expert aligned with the Global Reporting Initiative (GRI) Standards and AA1000 Accountability Principles. Key stakeholders, including Gap Inc. and brand employees, customers, investors, NGO leaders, and data aggregators were engaged through a survey and interviews as part of the assessment.

Learn more: [SEC Filings](#)

MATERIAL TOPICS		
Resource use, scarcity, and impact	Human rights and social impact	Governance and operating context
Water stewardship	Gender equity	Transparency and accountability
Chemicals management	Health and safety	Production volume management
Climate change response	Product quality and safety	Responsible marketing and consumer engagement
Emissions reduction	Employment standards	Talent attraction and workforce development
Land and natural resource use	Supply chain labor standards	Business integrity
Biodiversity	Community development	Data privacy and cybersecurity
Animal welfare	Inclusion and belonging	Purchasing practices
Circularity		
Waste management		
Plastic reduction		



Global Reporting Initiative (GRI) Index

Gap Inc. has reported the information cited in this GRI content index for the period of February 2, 2025–January 31, 2026, with reference to the GRI Standards (2016, 2018, 2020, and 2021). We consulted GRI 1: Foundation 2021 to build this content index.

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	Impact Report; About This Report Annual Report; Part I, Item 1, Business Annual Report; Part I, Item 2, Properties Annual Report; Part II, Item 5, Market for Registrant’s Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities
	2-2 Entities included in the organization’s sustainability reporting	Annual Report; Part I, Item 1, Business Exhibit 21 “Subsidiaries of Registrant”
	2-3 Reporting period, frequency and contact point	Impact Report; About This Report
	2-4 Restatements of information	FY2023 and 2024 supply chain water withdrawal data has been restated to reflect improved methodology. Impact Report; Environment, Water Stewardship SASB CG-EC-000.A and CG-EC-000.C FY2024 metrics have been restated to correct previously reported amounts.
	2-5 External assurance	Impact Report; About This Report Impact Report; Appendix, Data Assurance
	2-6 Activities, value chain and other business relationships	Annual Report; Part I, Item 1, Business Annual Report; Part I, Item 2, Properties Annual Report; Part II, Item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations Impact Report; Governance, Management Oversight
GRI 2: General Disclosures 2021 (cont.)	2-7 Employees	Annual Report; Part I, Item 1, Business Annual Report; Part II, Item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
GRI 2: General Disclosures 2021 (cont.)	2-8 Workers who are not employees	Impact Report; Social, Human Rights Impact Report; Social, Capability-Building Programs
	2-9 Governance structure and composition	Impact Report; Governance, Management Oversight Investor Relations Webpages; Corporate Governance Fact Sheet Investor Relations Webpages; Committee Composition Investor Relations Webpages; Board of Directors
	2-10 Nomination and selection of the highest governance body	Investor Relations Webpages; Corporate Governance Fact Sheet Investor Relations Webpages; Board of Directors
	2-11 Chair of the highest governance body	Investor Relations Webpages; Board of Directors
	2-12 Role of the highest governance body in overseeing the management of impacts	Impact Report; Governance, Stakeholder Engagement Impact Report; Governance, Management Oversight Impact Report; Governance, Risk Management Impact Report; Governance, Business Ethics and Integrity Investor Relations Webpages; Corporate Governance Guidelines 2025 CDP Submission ; 4.1.2, 4.3, 4.3.1
	2-13 Delegation of responsibility for managing impacts	Investor Relations Webpages; Committee Composition Investor Relations Webpages; Governance and Sustainability Committee Charter Impact Report; Governance, Management Oversight
	2-14 Role of the highest governance body in sustainability reporting	Investor Relations Webpages; Governance and Sustainability Committee Charter Impact Report; Governance, Management Oversight
	2-15 Conflicts of interest	Investor Relations Webpages; Corporate Compliance
	2-16 Communication of critical concerns	Impact Report; Governance, Management Oversight
	2-17 Collective knowledge of the highest governance body	2025 CDP Submission ; 4.2

⁴⁰ Note: “Impact Report” refers to Gap Inc.’s 2025 Impact Report; “Webpages” refer to our Global Website; “Annual Report” refers to Gap Inc.’s [Annual Report](#) on Form 10-K for the fiscal year ended January 31, 2026; and “Proxy Statement” refers to the [Notice of Annual Meeting and Proxy Statement for the 2026 Annual Meeting of Shareholders](#). Please find more information on our Investor Relations Webpages.

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
	2-18 Evaluation of the performance of the highest governance body	Investor Relations Webpages; Governance Investor Relations Webpages; Corporate Governance Guidelines Investor Relations Webpages; Corporate Governance Fact Sheet
	2-19 Remuneration policies	Proxy Statement
	2-20 Process to determine remuneration	Proxy Statement
	2-21 Annual total compensation ratio	Proxy Statement ; CEO Pay Ratio
	2-22 Statement on sustainable development strategy	Impact Report; Our Impact Approach Impact Report; Governance, Supplier Compliance
	2-23 Policy commitments	Gap Inc. applies the precautionary principle to its use of chemicals through testing of its products and its commitment to the elimination of PFC-based finishes. For more information, please see Chemicals Management and Impact Report; Governance, Business Ethics and Integrity
	2-24 Embedding policy commitments	Impact Report; Governance, Business Ethics and Integrity
	2-25 Processes to remediate negative impacts	Impact Report; Governance, Stakeholder Engagement Impact Report; Governance, Supplier Compliance
	2-26 Mechanisms for seeking advice and raising concerns	Investor Relations Webpages; Corporate Compliance Investor Relations Webpages; Code of Business Conduct Impact Report; Governance, Business Ethics and Integrity
	2-27 Compliance with laws and regulations	Investor Relations Webpages; Corporate Compliance Impact Report; Governance, Business Ethics and Integrity
	2-28 Membership associations	Impact Report; Our Impact Approach
	2-29 Approach to stakeholder engagement	Impact Report; Governance, Stakeholder Engagement
	2-30 Collective bargaining agreements	Webpages; Human Rights Policy
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Impact Report; About This Report Impact Report; Appendix, Materiality Assessment
	3-2 List of material topics	Impact Report; Appendix, Materiality Assessment
ECONOMIC PERFORMANCE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report; Part II, Item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations Annual Report; Part II, Item 7A, Quantitative and Qualitative Disclosures About Market Risk

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Annual Report; Part II, Item 7, Management’s Discussion and Analysis of Financial Condition and Results of Operations
	201-2 Financial implications and other risks and opportunities due to climate change	2025 CDP Submission ; 2.4, 2.2.2, 3.1, 3.6, 9.3
	201-3 Defined benefit plan obligations and other retirement plans	Impact Report; Social, Human Capital Management Webpages; Perks & Benefits
	201-4 Financial assistance received from government	Information unavailable/incomplete.
PROCUREMENT PRACTICES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Appendix, Materiality Assessment Impact Report; Social, Human Rights Impact Report; Governance, Supplier Compliance Impact Report; Environment, Product
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Information unavailable/incomplete.
ANTI-CORRUPTION		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Governance, Business Ethics and Integrity
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Impact Report; Governance, Business Ethics and Integrity
	205-2 Communication and training about anti-corruption policies and procedures	Impact Report; Governance, Business Ethics and Integrity
	205-3 Confirmed incidents of corruption and actions taken	Impact Report; Governance, Business Ethics and Integrity
ANTI-COMPETITIVE BEHAVIOR		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Governance, Business Ethics and Integrity
GRI 206: Anticompetitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Impact Report; Governance, Business Ethics and Integrity
MATERIALS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Environment, Product Impact Report; Environment, Waste and Circularity

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Impact Report; Appendix, SASB Index , CG-AA-440a.4 Impact Report; Environment, Product
	301-2 Recycled input materials used	Impact Report; Appendix, SASB Index , CG-AA-440a.4 Impact Report; Environment, Product
	301-3 Reclaimed products and their packaging materials	0% – Gap Inc. does not directly collect to reuse or recycle any products.
ENERGY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Environment, Climate Action 2025 CDP Submission ; 4.1.2, 4.2, 4.3, 4.3.1, 4.5.1
GRI 302: Energy 2016	302-1 Energy consumption within the organization	2025 CDP Submission ; 7.5, 7.29, 7.30, 7.30.1, 7.30.6, 7.30.7, 7.30.14, 7.30.16 Impact Report; Environment, Climate Action Impact Report; Appendix, SASB Index , CG-MR-130a.1 Impact Webpages; Assurance Statements Impact Report; Appendix, Data Assurance
	302-2 Energy consumption outside of the organization	2025 CDP Submission ; 7.5, 7.8, 7.29, 7.30, 7.30.1, 7.30.6, 7.30.7, 7.30.14, 7.30.16 Impact Report; Environment, Climate Action
	302-3 Energy intensity	2025 CDP Submission ; 7.45 Impact Report; Environment, Climate Action
GRI 302: Energy 2016 (cont.)	302-4 Reduction of energy consumption	2025 CDP Submission ; 7.53.1, 7.54, 7.54.1, 7.55, 7.55.1, 7.55.2, 7.55.3 Impact Report; Environment, Climate Action
	302-5 Reductions in energy requirements of products and services	2025 CDP Submission ; 7.74 Impact Report; Environment, Climate Action Impact Report; Environment, Product
WATER AND EFFLUENTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Environment, Water Stewardship 2025 CDP Submission ; 2.2.1, 2.2.2, 2.4, 3.1, 4.1.2, 4.3, 4.3.1, 4.6, 4.6.1, 5.1, 5.1.1, 6.1, 9.1, 9.2

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Impact Report; Environment, Water Stewardship 2025 CDP Submission ; 2.2.1, 2.2.2, 3.1, 5.11, 5.11.1, 5.11.5, 5.11.6, 5.11.7, 5.11.9, 9.15.1, 9.15.2
	303-2 Management of water discharge-related impacts	Impact Report; Environment, Water Stewardship Impact Report; Environment, Product
	303-3 Water withdrawal	Impact Report; Environment, Water Stewardship 2025 CDP Submission ; 9.2.2, 9.2.4, 9.2.7
	303-4 Water discharge	2025 CDP Submission ; 9.2.2, 9.2.8, 9.2.9
	303-5 Water consumption	2025 CDP Submission ; 9.2.2, 9.2.8, 9.2.9
BIODIVERSITY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Environment, Product
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Impact Report; Environment, Product Impact Report; Environment, Climate Action
	304-2 Significant impacts of activities, products and services on biodiversity	Impact Report; Environment, Product
GRI 304: Biodiversity 2016 (cont.)	304-3 Habitats protected or restored	Information unavailable as we are currently working to expand our Wood-Derived Fabric Policy to address land use, forest conservation, and deforestation risks.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
EMISSIONS		
GRI 3: Material Topics 2021	3-3 Management of material topics	2025 CDP Submission ; 2.2.2, 3.1, 3.6, 4.1.2, 5.1.2, 7.55.3 Impact Report; Environment, Climate Action
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	2025 CDP Submission ; 7.2, 7.5, 7.6, 7.10.1, 7.15, 7.15.1, 7.16, 7.17, 7.17.1, 7.45 Impact Report; Environment, Climate Action Webpages; Assurance Statements Impact Report; Appendix, Data Assurance
	305-2 Energy indirect (Scope 2) GHG emissions	2025 CDP Submission ; 7.2, 7.3, 7.4, 7.5, 7.7, 7.10.1, 7.10.2, 7.16, 7.20, 7.20.1, 7.45 Impact Report; Environment, Climate Action Impact Webpages; Assurance Statements Impact Report; Appendix, Data Assurance

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
GRI 305: Emissions 2016 (cont.)	305-3 Other indirect (Scope 3) GHG emissions	2025 CDP Submission ; 7.2, 7.5, 7.8 Impact Report; Environment, Climate Action Webpages; Assurance Statements Impact Report; Appendix, Data Assurance
	305-4 GHG emissions intensity	2025 CDP Submission ; 7.45 Impact Report; Environment, Climate Action
	305-5 Reduction of GHG emissions	2025 CDP Submission ; 3.6, 7.5, 7.53, 7.53.1, 7.54, 7.54.1, 7.54.3, 7.55, 7.55.1, 7.55.2 Impact Report; Environment, Climate Action Impact Report; Gap Inc. Goals and Progress
	305-6 Emissions of ozone-depleting substances (ODS)	Gap Inc. has no ozone-depleting substance emissions.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	2025 CDP Submission ; 7.15.1 Impact Report; Environment, Climate Action
WASTE		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Environment, Waste and Circularity
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Impact Report; Environment, Waste and Circularity
	306-2 Management of significant waste-related impacts	Impact Report; Environment, Waste and Circularity
	306-3 Waste generated	Impact Report; Environment, Waste and Circularity
	306-4 Waste diverted from disposal	Impact Report; Environment, Waste and Circularity Impact Report; Appendix, SASB Index , CG-MR-410a.3
	306-5 Waste directed to disposal	Impact Report; Environment, Waste and Circularity
SUPPLIER ENVIRONMENTAL ASSESSMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Governance, Supplier Compliance Impact Report; Environment, Water Stewardship
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Impact Report; Appendix, SASB Index , CG-AA-430a.1, CG-AA-430a.2, CG-AA-430b.1, CG-AA-430b.2
GRI 308: Supplier Environmental Assessment 2016 (cont.)	308-2 Negative environmental impacts in the supply chain and actions taken	Impact Report; Governance, Supplier Compliance Impact Report; Environment, Water Stewardship Impact Report; Environment, Climate Action Impact Report; Appendix, SASB Index , CG-AA-430b.2

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
EMPLOYMENT		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Social, Human Capital Management
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Impact Report; Appendix, SASB Index , CG-EC-330a.2
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Impact Report; Social, Human Capital Management Webpages; Perks & Benefits
	401-3 Parental leave	Impact Report; Social, Human Capital Management Webpages; Perks & Benefits
OCCUPATIONAL HEALTH AND SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Social, Human Capital Management
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Impact Report; Social, Human Capital Management
	403-2 Hazard identification, risk assessment, and incident investigation	Impact Report; Social, Human Capital Management
	403-3 Occupational health services	Impact Report; Social, Human Capital Management
	403-4 Worker participation, consultation, and communication on occupational health and safety	Impact Report; Social, Human Capital Management
	403-5 Worker training on occupational health and safety	Impact Report; Social, Human Capital Management
	403-6 Promotion of worker health	Impact Report; Social, Human Capital Management
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Impact Report; Social, Human Capital Management
	403-8 Workers covered by an occupational health and safety management system	Impact Report; Social, Human Capital Management
	403-9 Work-related injuries	Impact Report; Social, Human Capital Management
	403-10 Work-related ill health	Impact Report; Social, Human Capital Management

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
	Occupational Health and Safety (calendar year data, from the U.S. only)	<u>Occupational injury-related fatalities</u> 2023: 0 2024: 0 2025: 0 <u>Rate of injury per 1,000,000 hours worked (LTIFR)</u> 2023: 4.08 2024: 3.79 2025: 3.72 <u>Coverage (% of employees)</u> 2023: 94% 2024: 85% 2025: 91%
TRAINING AND EDUCATION		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Social, Human Capital Management
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Impact Report; Social, Human Capital Management
	404-2 Programs for upgrading employee skills and transition assistance programs	Impact Report; Social, Human Capital Management
	404-3 Percentage of employees receiving regular performance and career development reviews	Impact Report; Social, Human Capital Management
DIVERSITY AND EQUAL OPPORTUNITY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Social, Inclusion and Belonging
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	EEO-1 Filing
	405-2 Ratio of basic salary and remuneration of women to men	Impact Report; Social, Inclusion and Belonging Investor Relations Webpages; Corporate Compliance France and U.K. Gender Pay Gap Disclosure History
LOCAL COMMUNITIES		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Social, Opportunity Programs Impact Report; Environment, Water Stewardship
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Impact Report; Social, Opportunity Programs Impact Report; Environment, Water Stewardship
	413-2 Operations with significant actual and potential negative impacts on local communities	Impact Report; Environment, Water Stewardship Impact Report; Environment, Product

GRI STANDARD	DISCLOSURE	GAP INC. REFERENCE(S) ⁴⁰
SUPPLIER SOCIAL ASSESSMENTS AND LABOR		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Social, Human Rights Impact Report; Governance, Supplier Compliance Webpages; California Transparency in Supply Chains Act & U.K. Modern Slavery Act Statement
	GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria Impact Report; Governance, Supplier Compliance Impact Report; Appendix, SASB Index , CG-AA-430b.1, CG-AA-430b.2
GRI 406: Nondiscrimination 2016	414-2 Negative social impacts in the supply chain and actions taken	Impact Report; Appendix, SASB Index , CG-AA-430b.1, CG-AA-430b.2
	406-1 Incidents of discrimination and corrective actions taken	Impact Report; Governance, Supplier Compliance Impact Report; Appendix, SASB Index , CG-AA-430b.1, CG-AA-430b.2
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Impact Report; Social, Human Rights
		Impact Report; Governance, Supplier Compliance
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Impact Report; Social, Human Rights Impact Report; Governance, Supplier Compliance
PUBLIC POLICY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Governance, Stakeholder Engagement Webpages; Political Engagement Policy
GRI 415: Public Policy 2016	415-1 Political contributions	Impact Report; Governance, Stakeholder Engagement Webpages; Political Engagement Policy
CUSTOMER HEALTH AND SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	Impact Report; Environment, Product
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Impact Report; Environment, Product
	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	Zero incidents of noncompliance were observed in 2025. Consumer Product Safety Commission

Sustainability Accounting Standards Board (SASB) Index

The International Sustainability Standards Board (ISSB) of the International Financial Reporting Standards (IFRS) is an independent, private-sector standards-setting organization dedicated to enhancing the efficiency of capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. We disclose to the standard for the Apparel, Accessories & Footwear industry, and select relevant disclosures from the E-Commerce and Multiline, Specialty Retailers & Distributors, and Household and Personal Products industries, as defined by the SASB Sustainable Industry Classification System (SICS).

TOPIC/ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE(S) ⁴¹
APPAREL, ACCESSORIES & FOOTWEAR					
Management of Chemicals in Product					
Discussion of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	N/A	CG-AA-250a.1	<p>Gap Inc. chemical restrictions are informed by global regulations, as well as hazard- and risk-based considerations. They include our restricted substances list (RSL) and our manufacturing restricted substances list (MRSL). Since 2008, Gap Inc. suppliers have been expected to comply with our RSL. Since 2015, we have asked all of our suppliers to comply with the Zero Discharge of Hazardous Chemicals (ZDHC) MRSL, and we are aligned with the Apparel and Footwear International RSL Management (AFIRM) Group RSL. We track emerging chemical issues and update our approach as needed. Our approach to implementation of our chemical policies includes:</p> <ol style="list-style-type: none"> 1. Industry partnerships and standards: We partner with industry groups, including the AFIRM Group and Cascale, to implement a consistent set of tools and processes to support best practices, monitor supplier performance, and encourage use of safer chemicals. 2. Supplier engagement: We communicate chemical compliance requirements to suppliers in our Code of Vendor Conduct (COVC) and Tier 2 Mill Compliance Agreement, and we require our suppliers to acknowledge and comply with these conditions. 3. Compliance and monitoring: Through third-party testing of products, product components, and wastewater effluent, as well as the use of industry data platforms, we monitor the performance of our supply chain and verify compliance with global chemical regulations and Gap Inc. chemical restrictions. 	Impact Report; Environment, Product
Discussion of processes to assess and manage risks and/ or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-AA-250a.2	<p>Gap Inc. uses the following processes to assess and manage potential risks and hazards associated with their product materials and chemicals. We track emerging chemical issues, leverage industry partnerships, and analyze information from experts and our supply chain to assess potential risks and hazards. We communicate chemical compliance requirements to our suppliers in our Code of Vendor Conduct (COVC), and we require our suppliers to acknowledge and comply with these conditions. We have implemented a manufacturing restricted substances list (MRSL) and a restricted substances list (RSL) and update our approach as needed. Through third-party testing of products, product components, and wastewater effluent, as well as the use of industry data platforms, we monitor the performance of our supply chain and verify compliance with global chemical regulations and Gap Inc. chemical restrictions.</p> <ol style="list-style-type: none"> 1. Input management: The selection of better chemical inputs and starting materials is an essential part of reducing the use and discharge of hazardous chemicals. 2. Process management: Adherence to chemicals management best practices during manufacturing is critical for reducing both human and environmental risks. 3. Output management: The outputs of apparel and footwear manufacturing include finished products as well as wastewater. Gap Inc. restricts chemicals of known concern. 	Impact Report; Environment, Product

⁴¹ Note: "Impact Report" refers to Gap Inc.'s 2025 Impact Report; "Webpages" refer to our Global Website; "Annual Report" refers to Gap Inc.'s [Annual Report](#) on Form 10-K for the fiscal year ended January 31, 2026; and "Proxy Statement" refers to the [Notice of Annual Meeting and Proxy Statement for the 2026 Annual Meeting of Shareholders](#). Please find more information on our Investor Relations Webpages.

TOPIC/ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE(S) ⁴¹
Environmental Impacts in the Supply Chain					
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreements	Quantitative	Percentage (%)	CG-AA-430a.1	<p><u>Total participants in our Water Quality Program:</u> 2023: 170 2024: 294 2025: 311</p> <p><u>% Tier 1 meeting both conventional and ZDHC MRSL parameters:</u> 2023: 95% 2024: 91% 2025: 96%</p> <p><u>% Tier 2 meeting both conventional and ZDHC MRSL parameters:</u> 2023: 91% 2024: 89% 2025: 88%</p>	Impact Report; Environment, Product
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition’s Higg Index Facility Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	Percentage (%)	CG-AA-430a.2	<p><u>Tier 1 suppliers completed Higg FEM:</u> 2023: 100% (565) 2024: 100% (567) 2025: 100% (518)</p> <p><u>Tier 1 suppliers verified Higg FEM:</u> 2023: 85% (478) 2024: 91% (519) 2025: 99% (513)</p> <p><u>Tier 2 suppliers completed Higg FEM:</u> 2023: 73% (200) 2024: 74% (186) 2025: 67% (413)</p>	Impact Report; Environment, Water Stewardship Impact Report; Environment, Climate Action
Labor Conditions in the Supply Chain					
Percent of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	Percentage (%)	CG-AA-430b.1	<p><u>% Tier 1 branded suppliers assessed on COVC:</u> 2023: 100% 2024: 100% 2025: 100%</p> <p><u>% of assessments conducted by third-party (such as ILO-IFC Better Work and Social & Labor Convergence Program (SLCP):</u> 2023: 83% 2024: 89% 2025: 83%</p> <p><u>% of suppliers beyond Tier 1 assessed on COVC:</u> 2023: 31% 2024: 33% 2025: 23%⁴²</p>	Impact Report; Social, Human Rights Impact Report; Governance, Supplier Compliance
Priority non-conformance rate and associated corrective action rate for suppliers’ labor code of conduct audits	Quantitative	Rate	CG-AA-430b.2	<p>We use a color-coded system to rate each facility’s performance. High-performing facilities with no critical violations and few other violations are rated green; average performers are yellow; and those that need to address one or more serious issues are red.</p> <p><u>Assessed Ratings:</u> Green – 2023: 79% 2024: 78% 2025: 80% Yellow – 2023: 20% 2024: 20% 2025: 20% Red – 2023: 1% 2024: 2% 2025: <1%</p> <p><u>COVC Issue Resolution Rate</u> % of issues open at beginning of the year that associated corrective actions plans were resolved by end of the fiscal year: 2023: 78% 2024: 82% 2025: 78%</p>	Impact Report; Governance, Supplier Compliance Webpages; COVC Findings

⁴² This represents the percentage of identified facilities beyond Tier 1 assessed on our COVC through SLCP. We have identified and confirmed 613 Tier 2 facilities (this number is inclusive of vendor-sourced mills) in our supply chain and recognize this metric may change as more information is available.

TOPIC/ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE(S) ⁴¹
Description of greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	N/A	CG-AA-430b.3	<ol style="list-style-type: none"> The labor practices and working conditions at the third-party suppliers that make apparel for Gap Inc. brands can affect reputation, business resilience, and operating costs for our company. Excessive overtime, fire and structural safety, and harassment are high-risk supply chain issues that we have specific programs in place to address. 	Impact Report; Social, Human Rights Impact Report; Governance, Supplier Compliance
Raw Material Sourcing					
(1) List of priority raw materials; for each priority raw material: (2) environmental and/ or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/ or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion and Analysis	N/A	CG-AA-440a.3	<p><u>Environmental and/or Social Factors and Discussion of Business Risks and/or Opportunities:</u></p> <ul style="list-style-type: none"> Cotton: Changes in water access, drought, flooding, heat waves, soil deterioration, and other climate, water, and biodiversity impacts can affect availability, cost, and quality of cotton crops. Farming and processing cotton typically involve the use of large quantities of water and chemicals, and often occur in regions facing water and climate risks. Polyester: As a petroleum-based synthetic fiber, the production of polyester and recycled polyester (rPET) is susceptible to price fluctuations driven by changes in demand, availability, and environmental factors in our regions of procurement and production. <p><u>Management Strategy:</u></p> <p>Our fibers strategy relies on life cycle assessment (LCA) data to evaluate factors such as biodiversity, circularity, chemistry, land use change, and social conditions within production. Gap Inc.'s Supply Chain and Sourcing teams monitor and respond to risks for key raw materials using a multifactor model that includes cotton and polyester fiber prices.</p> <p>We measure our progress by setting and working toward public goals to increase the percentage of more sustainable cotton and recycled polyester used in our products. We collaborate with industry partners such as the Textile Exchange Recycled Polyester Challenge, rPET Round Table, and Biosynthetics Working Group to improve the sourcing of materials.⁴³</p>	Impact Report; Environment, Product 2025 CDP Submission ; 2.2.2, 4.5
(1) Amount of priority raw materials purchased, by materials, and (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	Metric tons (t)	CG-AA-440a.4	<p><u>% cotton certified as Better Cotton Initiative (BCI), Global Organic Textile Standard (GOTS), Organic Content Standard (OCS)</u></p> <p>2023: 98% 2024: 98% 2025: 100%</p> <p><u>% polyester certified as Global Recycled Standard (GRS), Recycled Claim Standard (RCS)</u></p> <p>2023: 19% 2024: 40% 2025: 65%⁴⁴</p>	Impact Report; Environment, Product
Activity Metric					
Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	CG-AA-000.A	<p><u># of Tier 1 branded supplier facilities:</u></p> <p>2023: 682 2024: 606 2025: 560</p> <p><u># of Tier 2 supplier facilities:</u></p> <p>2023: 707 2024: 532 2025: 613</p>	Impact Report; Governance, Supplier Compliance

⁴³ Our priority raw materials were identified following Textile Exchange guidance in support of our United Nations Framework Convention on Climate Change (UNFCCC) Commitment 6 to source 100% of priority materials that are both preferred and low climate impact by 2030.

⁴⁴ Percentages may also include fibers that pass an internal threshold of traceability standards for more sustainable practices.

TOPIC/ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE(S) ⁴¹
E-COMMERCE					
Hardware Infrastructure Energy & Water Management					
(1) Total water withdrawn; (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Cubic meters (m3), Percentage (%)	CG-EC-130a.2	<p>See references for water withdrawal. In 2025, we updated our WWF Water Risk Filter methodology to specify the “Water Availability” indicator as the threshold to define high, medium, and low risk levels and recalculated 2023 and 2024 with this methodology. Supplier data is self-reported through Higg FEM and may have gaps.</p> <p><u>Water withdrawn by suppliers in WWF risk level <2.6 (low):</u> 2023: 54% 2024: 66% 2025: 50%</p> <p><u>Water withdrawn by suppliers in WWF risk level 2.6–3.4 (medium):</u> 2023: 31% 2024: 22% 2025: 35%</p> <p><u>Water withdrawn by suppliers in WWF risk level >3.4 (high):</u> 2023: 15% 2024: 12% 2025: 15%</p>	Impact Report; Environment, Water Stewardship
Data Security					
Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	CG-EC-230a.1	See references.	Annual Report; Item 1C, Cybersecurity Impact Report; Governance, Business Ethics and Integrity Privacy Policy
Employee Recruitment, Inclusion & Performance					
Employee engagement as a percentage	Quantitative	Percentage (%)	CG-EC-330a.1	73% of employees responded favorably to our Employee Engagement Index in 2025. This methodology was updated from previous years.	Impact Report; Social, Human Capital Management
(1) Voluntary and (2) involuntary turnover rate for all employees	Quantitative	Rate	CG-EC-330a.2	<p><u>Voluntary turnover rate:</u> 2024: 72% 2025: 56%</p> <p><u>Involuntary turnover rate:</u> 2024: 16% 2025: 7%</p> <p><u>Internal Hiring Rate by Position</u> VP and Above – 2023: 96% 2024: 70% 2025: 59% Director and Sr. Director – 2023: 74% 2024: 81% 2025: 77% Manager and Sr. Manager – 2023: 55% 2024: 75% 2025: 75% Overall – 2023: 40% 2024: 35% 2025: 41%</p>	

TOPIC/ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE(S) ⁴¹
Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Quantitative	Percentage (%)	CG-EC-330a.3	See EEO-1 Filing reference. <u>Total number of employees at end of year, reported in our Form 10-K</u> 2023: 85,000 2024: 82,000 2025: 79,000 <u>Total number of new employee hires (includes temporary and seasonal employee hires, globally)</u> 2023: 89,000 2024: 75,000 2025: 66,000 <u>Companywide Employee Age Representation</u> Under 30 – 2023: 56% 2024: 56% 2025: 56% 30-50 – 2023: 31% 2024: 31% 2025: 30% Above 50 – 2023: 13% 2024: 13% 2025: 14%	EEO-1 Filing
Product Packaging & Distribution					
Total greenhouse gas (GHG) footprint of product shipments	Quantitative	Metric tons (t) CO ₂ e	CG-EC-410a.1	See references for Scope 3 Categories 4 and 9 (upstream and downstream transportation and distribution).	Impact Report; Environment, Climate Action
Discussion of strategies to reduce the environmental impact of product delivery	Discussion and Analysis	N/A	CG-EC-410a.2	Gap Inc. is a signatory of the Arctic Corporate Shipping Pledge. Created in partnership with Ocean Conservancy, the pledge is a commitment to never intentionally send ships through the Arctic’s fragile ecosystem. Gap Inc. is also a member of the Environmental Protection Agency’s (EPA) SmartWay Transport Partnership, an initiative that empowers businesses to move goods in the cleanest, most energy-efficient way possible to protect public health and reduce emissions.	Impact Report; Environment, Climate Action
Activity Metrics					
Entity-defined measure of user activity	Quantitative	Number	CG-EC-000.A	<u>Total global online orders (placed in the United States Specialty (web and app), U.S. Factory, Canada, and Japan; excludes franchises, cancellations, and returns):</u> 2023: 76.1 million 2024: 83.7 million 2025: 77.7 million	
Number of shipments	Quantitative	Number	CG-EC-000.C	<u>Total global shipments to customers (in the United States, Canada, and Japan; excludes franchises)</u> 2023: 102.8 million 2024: 114.4 million 2025: 107.0 million	
HOUSEHOLD AND PERSONAL PRODUCTS					
Water Management					
(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Cubic meters (m3), Percentage (%)	CG-EC-130a.2	See CG-EC-130a.2 and references.	Impact Report; Environment, Water Stewardship
Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	N/A	CG-HP-140a.2	See references.	Impact Report; Environment, Water Stewardship
Product Environmental, Health and Safety Performance					
Discussion of process to identify and manage emerging materials and chemicals of concern	Discussion and Analysis	N/A	CG-HP-250a.3	See CG-AA-250a.1, CG-AA-250a.2, and references.	Impact Report; Environment, Product
Packaging Lifecycle Management					

TOPIC/ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE(S) ⁴¹
(1) Total weight of packaging, (2) percentage made from recycled or renewable materials, and (3) percentage that is recyclable, reusable, or compostable	Quantitative	Metric tonnes (t), Percentage (%)	CG-HP-410a.1	See references for percentage of packaging made from recycled materials and percentage that is recyclable, reusable, or compostable.	Impact Report; Environment, Waste and Circularity
Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Discussion and Analysis	N/A	CG-HP-410a.2	See references.	Impact Report; Environment, Waste and Circularity
MULTILINE AND SPECIALTY RETAILERS AND DISTRIBUTORS					
Energy Management in Retail & Distribution					
(1)Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Gigajoules (GJ)	CG-MR-130a.1 CG-EC-130a.1	Percentage of grid electricity is not available. See references (emissions reported in metric tons CO2e and energy reported in kilowatt hours).	Impact Report; Environment, Climate Action Impact Report; Appendix, Data Assurance 2025 CDP Submission; 7.30, 7.30.1
Workforce Diversity & Inclusion					
Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Quantitative	Percentage (%)	CG-MR-330a.1	See CG-EC-330a.3 and references.	EEO-1 Filing
Product Sourcing, Packaging, and Marketing					
Discussion of processes to assess and manage risks and/ or hazards associated with chemicals in products	Discussion and Analysis	N/A	CG-MR-410a.2	See CG-AA-250a.2.	Impact Report; Environment, Product
Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	CG-MR-410a.3	See references.	Impact Report; Environment, Waste and Circularity
Activity Metrics					
Number of: (1) retail locations and (2) distribution centers	Quantitative	Number	CG-MR-000.A	<u>Company-operated retail locations:</u> 2023: 2,562 2024: 2,506 2025: 2,474 <u>Distribution centers:</u> 2023: 8 2024: 8 2025: 9	Annual Report 2025 ; p. 27 Annual Report 2024 ; p. 28 Annual Report 2023 ; p.28
Total area of: (1) retail space and (2) distribution centers	Quantitative	Square feet (m2)	CG-MR-000.B	<u>Company-operated retail space (square feet)</u> 2023: 30.6 million 2024: 30.1 million 2025: 29.6 million <u>Distribution center space (square feet)</u> 2023: 9.6 million 2024: 9.6 million 2024: 10.6 million	Annual Report 2025 ; p. 21 Annual Report 2024 ; p. 21–22 Annual Report 2023 ; p.22

Task Force on Climate-related Financial Disclosures (TCFD) Index

TCFD is a framework of recommendations for companies to make more effective climate-related disclosures that could promote more informed investment, credit, and insurance underwriting decisions. This year marks our fifth year reporting to TCFD.

TCFD METRICS	GAP INC. REFERENCE(S) ⁴⁵	
GOVERNANCE: Disclose the organization’s governance around climate-related risks and opportunities.		
a) Describe the board’s oversight of climate-related risks and opportunities.	2025 CDP Submission ; 4.1.2	Impact Report; Governance, Management Oversight
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	2025 CDP Submission ; 4.3, 4.3.1	Impact Report; Governance, Management Oversight
STRATEGY: Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.		
a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2025 CDP Submission ; 2.1, 3.1, 3.6	Impact Report; Environment, Climate Action
b) Describe the impact of climate-related risks and opportunities on the organization’s businesses, strategy, and financial planning.	2025 CDP Submission ; 3.1, 3.6, 5.1.1, 5.1.2, 5.2	Impact Report; Environment, Climate Action
c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	2025 CDP Submission ; 2.2.2, 5.1, 5.1.1, 5.1.2	Impact Report; Environment, Climate Action
RISK MANAGEMENT: Disclose how the organization identifies, assesses and manages climate-related risks.		
a) Describe the organization’s processes for identifying and assessing climate-related risks	2025 CDP Submission ; 2.2.2	Impact Report; Governance, Risk Management
b) Describe management’s role in assessing and managing climate-related risks and opportunities.	2025 CDP Submission ; 2.2.1, 2.2.2	Impact Report; Governance, Risk Management
c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management.	2025 CDP Submission ; 2.2.1, 2.2.2	Impact Report; Governance, Risk Management
METRICS: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.		
a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	2025 CDP Submission ; 7.54, 7.54.1, 7.54.3, 9.15, 9.15.1, 9.15.2	Impact Report; Environment, Climate Action
b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	2025 CDP Submission ; 7.6, 7.7, 7.8, 7.8	Impact Report; Environment, Climate Action
c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	2025 CDP Submission ; 5.2, 7.53, 7.53.1, 7.54, 7.54.1, 7.54.3, 9.15, 9.15.1, 9.15.2	Impact Report; Gap Inc. Goals and Progress

⁴⁵ Note: “Impact Report” refers to Gap Inc.’s 2025 Impact Report; “Webpages” refer to our Global Website; “Annual Report” refers to Gap Inc.’s [Annual Report](#) on Form 10-K for the fiscal year ended January 31, 2026; and “Proxy Statement” refers to the [Notice of Annual Meeting and Proxy Statement for the 2026 Annual Meeting of Shareholders](#). Please find more information on our Investor Relations Webpages.

Data Assurance



Safety. Science. Transformation.™



Verification Opinion Declaration: Greenhouse Gas Emissions and Environmental Data Statement

Project Number: 4792147353
Issue Date: May 29, 2026

To: The Stakeholders of The Gap, Inc.

In accordance with ISO 14064 Part 3: 2019 and ISO 14016: 2020, UL Solutions has verified the GHG emissions and environmental data statement of The Gap, Inc. (hereinafter referred to as "Gap Inc.") to a limited level of assurance for the period of February 1st, 2025, to January 31st, 2026. In UL Solutions' opinion, based on the verification activities performed, there is no evidence that the GHG emissions and environmental data statement:

- is not materially correct and is not a fair representation of GHG data and information
- has not been prepared in accordance with ISO 14064 Part 1: 2018 and the GHG Protocol Corporate Standard

GHG emissions and environmental data statement: February 1st, 2025, to January 31st, 2026

SCOPE	SOURCE	UNIT	QUANTITY
Scope 1	Natural gas, propane, fuel oil, diesel, gasoline, jet fuel, refrigerants	Metric tons CO ₂ e	44,847
Scope 2 (LBM)	Electricity (grid, DPPA), chilled water, steam		202,504
Scope 2 (MBM)	Electricity (grid, DPPA, vPPA), chilled water, steam		70,902
Scope 3	Category 3 – Fuel and energy related activities		56,388
	Category 4 – Upstream transportation and distribution		429,999
	Category 5 – Waste generated in operations		88,705
	Category 6 – Business travel		16,185
	Category 7 – Employee commuting		72,930
	Category 9 – Downstream transportation and distribution		184,334
	Category 11 – Use of sold products		994,456
	Category 12 – End-of-life treatment of sold products		118,809
	Category 14 – Franchises (electric power)		43,543
	Total scope 3 emissions		2,005,349
Total Energy	Scope 1 sources: natural gas, propane, fuel oil, diesel, jet fuel		kWh
	Scope 2 sources: electricity consumed (grid, DPPA), chilled water, steam	655,872,043	
	Scope 2 sources: electricity non-renewable	649,442,204	
	Scope 2 sources: renewable electricity, RECs	297,603,854	

Note: Quantities are rounded to the nearest whole number. Location-based method (LBM). Market-based method (MBM).
Note: For this initial year, fleet activity data was estimated using mileage (distance); therefore, fleet data was not included in Category 3 – Fuel and energy related activities and Total Energy calculations.
Note: Total scope 3 emissions do not include Category 1 – Purchased goods and services.

LA

Lauren Alexander, Lead Verifier, May 29th, 2026

1 of 4 / Project Number: 4792147353; Issue Date: May 29th, 2026



UL Verification Services, Inc.
333 Pfingsten Road
Northbrook, IL 60062 USA

Nature of Engagement:

UL Solutions was engaged by Gap Inc. to perform an independent verification of the greenhouse gas (GHG) emissions and environmental data statement reported by Gap Inc. for the period of February 1st, 2025, to January 31st, 2026.

Gap Inc. was responsible for the preparation and fair presentation of the GHG emissions and environmental data statement. UL Solutions was responsible for the independent verification of Gap Inc.'s GHG emissions and environmental data statement to a limited level of assurance. At the limited level of assurance, verification activities are less extensive in nature, timing, and extent than activities applied in a reasonable level of assurance.

Verification Standard and Criteria:

UL Solutions conducted the engagement in accordance with ISO 14064-3:2019 and ISO 14016:2020, and applied the criteria set out in ISO 14064-1:2018 and the GHG Protocol Corporate Standard.

Scope:

Level of assurance and materiality threshold:

- Limited level
- The verification applied a materiality threshold of 5% for aggregate errors in sampled data

Organizational boundary:

- Global operations
- # of sites: 4,323 (including 1,717 franchises)

Consolidation approach:

- Operational control

Reporting boundary:

- See GHG emissions and environmental data statement on page 1

Period of verification:

- Fiscal year 2025 (February 1st, 2025, to January 31st, 2026)

Types of GHGs included:

- CO₂, CH₄, N₂O, HFCs
- GWP Version: AR5, AR6

Verification Methodology

UL Solutions applies a risk-based approach to verification that incorporates an investigation of the inherent and control risks associated with reporting. The activities performed by UL Solutions (below) were based on professional judgement.

- Conducted interviews with relevant stakeholders to understand and evaluate the data management systems, processes used for collecting and reporting on the data, and quality management of the data
- Reviewed supporting documentation and evidence

2 of 4 / Project Number: 4792147353; Issue Date: May 29th, 2026

Data Assurance

Continued



- Reviewed the processes used to gather and aggregate data
- Reviewed quality management practices
- Tested a selected sample of sites and sources for data completeness and accuracy, including a review of emission factors, unit conversions, and calculation models

Verification Observations:

Gap Inc.'s reported sources of Scope 1 and 2 emissions are from global retail/outlet stores, offices, distribution centers, and data centers where the company has operational control. Franchises are not included within Gap, Inc.'s operational boundary, but are included within Scope 3 calculations.

Supporting data and information for Scope 1 and 2 GHG emissions consisted of monthly fuel and energy supplier information, and utility invoices, and activity data collected from Gap Inc. site users. In cases where actual data was not available, usage was determined through gap filling and estimations (energy use intensities).

Supporting data and information for Scope 3 GHG emissions consisted of mainly actual data (e.g., spend, usage, and transactional-level data), although in some cases, data were estimated (e.g., Electric power for Franchises was estimated using floor area-based energy use intensities. Fleet activity data was estimated using mileage/distance.)

Gap Inc. utilized publicly available industry standard calculation models, emission factors, unit conversion factors, and estimation methodologies.

Based on the verification activities performed, UL Solutions did not find evidence that the GHG emissions and environmental data statement was not in accordance with the required criteria.

Independence and Impartiality:

UL Solutions is independent from Gap Inc. and its stakeholders in reaching an impartial assurance conclusion. UL Solutions' assurance team has the relevant professional and technical knowledge, and experience to conduct assurance to the ISO 14064 standard. While other divisions of UL Solutions may provide services to Gap Inc., UL Solutions keeps certain activities of its divisions separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, UL Solutions has established policies and procedures to maintain the independence of the team engaged in this project and members of this team did not participate in the preparation of Gap Inc.'s reported values.



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Data Assurance

Continued



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Independent assurance statement

To the management and stakeholders of Gap Inc.

Scope

Gap Inc. ("Gap") received preferred finance solutions from Bank of America, tied to achieving its goals on women's empowerment between 2022 and 2025. In the framework of the sustainability-related asset-based lending (ABL), Bank of America required Gap to provide third-party limited assurance of the data reported on progress toward this 2025 goal.

As a result, LRQA ("LRQA") was engaged by Gap to provide third-party independent assurance of its KPI metric related to P.A.C.E./RISE¹ Enrollment Percentage for the reporting period (February 1st 2025 – January 31st 2026) of the Fiscal Year of 2025², included in Annex A – To Sustainability Pricing Certificate, reported to Bank of America.

Proficiency

LRQA is a global consultancy and assurance company that provides knowledge and solutions for sustainable development. The company has proven experience developing sustainability reports, external verification, and certified training. This assurance has been conducted by experienced professionals with expertise in external assurance.

Type of assurance and criteria

LRQA conducted a moderate or limited assurance, as defined by the AA1000 Assurance Standard (AA1000AS v3 2020) and the ISAE 3000 (Revised). As a result, we assessed information reliability and quality, restricted to desktop review, management-level evidence gathering, and data verification.

Assurance methodology

The assurance was carried out from February 2026 to May 2026. The verifications conducted by LRQA included assessing the data management systems of a sample of factories in the P.A.C.E./RISE program. This assessment analyzed the factories' processes and practices to self-report on P.A.C.E./RISE program data to Gap each quarter, using the Uniqus platform. Furthermore, LRQA assessed that the factories included as strategic factories were active and working with Gap Inc. during the reporting period.

As a result, LRQA undertook the following activities as part of the assurance process:

- + Determined the verification method, evidence required, and relevant data owners.

¹ Formerly called P.A.C.E./Empower@Work, as stated in Gap Inc's sustainability schedule with Bank of America. Hereinafter referenced as P.A.C.E./RISE program due to Empower@Work's name change. See here: [RISE Launch Celebration: Reimagining Industry to Support Equality | Events | Sustainable Business Network and Consultancy | BSR](#)

² The assurance process conducted by LRQA is based on the factories' PACE reporting period, rather than the GAP FY, which covers the period from February 1st, 2025 to January 31st, 2026.



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- + Selected a sample of factories to be assessed through surveys. The factories were selected based on the number of women workers and the representativeness of their order amount percentage.
- + Conducted a survey with sampled factories, to assess management systems related to the data reported.
- + Reviewed the received information's quality and reliability, through interview with Gap's team, surveys with the sampled factories, and documentation and data sources review.
- + Provided recommendations to maintain and strengthen management systems to collect and assess the data relevant for the program.

Criteria for the Assurance Report

The criteria considered for the metric assurance was:

Number of strategic factories investing in P.A.C.E./RISE program over the total of strategic manufacturing factories.

Strategic manufacturing factories are defined as:

- + Add up 80% of the sourcing spending. (FY 2021 list)
- + Supplied Gap during the reporting period (FY2025)
- + Has more than 200 women workers (FY 2021 list)
- + Implemented the P.A.C.E program or has the potential to do it.

At least 50% of the women employed at the factory had to be at some point enrolled in the program by the end of the reporting period for the factory to be considered as investing in women's empowerment.

The reported values assured by LRQA correspond to:

- + Number of strategic factories investing in P.A.C.E./RISE by Fiscal Year 2025: 155
- + Total of strategic manufacturing factories active by Fiscal Year 2025: 155
- + P.A.C.E./RISE Enrollment Percentage for Fiscal Year 2025: 100%

Limitations

The assurance engagement was based on a selected sample of the information being assessed, so it is possible that errors, omissions, or misstatements may occur and not be detected. Furthermore, the reported data and criteria were based on the definition and estimation developed by the reporting entity, so it was not based on recognized standards.

Conclusion

Based on a moderate or limited assurance engagement according to the above-listed scope and criteria, nothing comes to our attention to suggest that the information disclosed in Annex A - to sustainability pricing certificate, related to the KPI Metric P.A.C.E./RISE Enrollment Percentage (Fiscal Year 2025) is not accurate.



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Information Reliability

LRQA clarified few discrepancies with data owners who were able to demonstrate the data origin and interpretation in a reliable and traceable manner. We did not identify any material misstatements in the reported data. The reporting team promptly corrected the limited inconsistencies in the assessed data found during the assurance process.

Independence and competencies

LRQA is a consulting and assurance company specializing in global sustainability and supply chain services. This assurance engagement was developed by an independent team of sustainability assurance professionals. This statement represents the independent opinion of LRQA, whose responsibility was to provide the limited assurance needed to share conclusions according to the agreed scope, prepare the assurance report and statement for Gap Inc's management alone and for no other purpose. LRQA's activities are independent from Gap Inc. and there is no financial interest in Gap Inc. business operations.

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LRQA
May 2026