

# SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

The Value Reporting Foundation 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. This table references the Standard for the Apparel, Accessories & Footwear industry, and select relevant disclosures from the E-Commerce and Multiline and Specialty Retailers & Distributors industries, as defined by SASB's Sustainable Industry Classification System (SICS), with the location of that information in Gap Inc.'s 2021 ESG Report and our website.

Topic	Accounting Metric	Category	Unit of Measure	Code	Data	Reference
<b>Apparel, Accessories &amp; Footwear</b>						
Management of Chemicals in Product	Description 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 AFIRM Group RSL.</p> <ol style="list-style-type: none"> <li><b>Industry partnerships and standards:</b> We partner with industry groups, including the Apparel and Footwear International RSL Management (AFIRM) Group and the Sustainable Apparel Coalition (SAC) to implement a consistent set of tools and processes to support best practices, monitor supplier performance, and encourage use of safer chemicals.</li> <li><b>Supplier engagement:</b> We communicate chemical safety and usage requirements to our suppliers in our Code of Vendor Conduct (COVC) and Mill Minimum Expectations, and we require our suppliers to acknowledge and comply with these conditions.</li> <li><b>Compliance and monitoring:</b> 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.</li> </ol> <p>Gap Inc. aligns with the AFIRM Group RSL. To learn more about this process, please see the Chemicals Management page.</p>	ESG Report: Chemicals Management p. 38 Sustainability Webpages: <b>Chemicals Management</b>
	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.</p> <p><b>Input Management:</b> The selection of better chemical inputs and starting materials is an essential part of reducing the use and discharge of hazardous chemicals.</p> <p><b>Process Management:</b> Adherence to chemicals management best practices during manufacturing is critical for reducing both human and environmental risks.</p> <p><b>Output Management:</b> The outputs of apparel and footwear manufacturing include finished products as well as wastewater.</p>	ESG Report: Chemicals Management p. 38 Sustainability Webpages: <b>Chemicals Management</b>

Topic	Accounting Metric	Category	Unit of Measure	Code	Data	Reference												
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>For more than 15 years, we have required our denim laundries to participate in our Water Quality Program, which allows us to actively monitor and improve wastewater quality.</p> <p>In 2021, out of 53 priority denim laundries that conducted wastewater testing per the ZDHC Wastewater Guidelines, 100 percent achieved Foundational level or better for all Conventional parameters and 94 percent met all ZDHC MRSL parameters.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Total participants</th> <th>% facilities meeting Conventional parameters</th> <th>% meeting ZDHC MRSL parameters</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>54</td> <td>94</td> <td>89</td> </tr> <tr> <td>2021</td> <td>53</td> <td>100</td> <td>94</td> </tr> </tbody> </table>	Year	Total participants	% facilities meeting Conventional parameters	% meeting ZDHC MRSL parameters	2020	54	94	89	2021	53	100	94	<p>ESG Report: Water Stewardship p. 35</p> <p>Sustainability Webpages: <b>Chemicals Management</b></p> <p><b>Water Stewardship</b></p>
					Year	Total participants	% facilities meeting Conventional parameters	% meeting ZDHC MRSL parameters										
2020	54	94	89															
2021	53	100	94															
<p>By the end of 2022, 99 percent of our Tier 1 and 91 percent of our strategic Tier 2 suppliers completed the Sustainable Apparel Coalition's Higg Index 3.0 Facility Environmental Module (FEM) self-assessment to communicate their water and energy use, along with chemicals and waste management from 2020. 64 percent of facilities verified their responses. In total, 89 percent of facilities participated in our resource efficiency programs.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>% Tier 1 branded suppliers using Higg Index FEM</th> <th>% Tier 2 suppliers using Higg Index FEM</th> <th># verified responses</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>97</td> <td>91</td> <td>n/a</td> </tr> <tr> <td>2020</td> <td>100</td> <td>70</td> <td>280</td> </tr> <tr> <td>2021</td> <td>99 (558)</td> <td>91 (147)</td> <td>463 (64%) (351 Tier 1, 112 Tier 2)</td> </tr> </tbody> </table>	Year	% Tier 1 branded suppliers using Higg Index FEM	% Tier 2 suppliers using Higg Index FEM	# verified responses	2019	97	91	n/a	2020	100	70	280	2021	99 (558)	91 (147)	463 (64%) (351 Tier 1, 112 Tier 2)		
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	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>ESG Report: Resource Efficiency and Manufacturing p. 37</p> <p>Sustainability Webpages: <b>Chemicals Management</b></p> <p><b>Water Stewardship</b></p>												

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Labor Conditions in the Supply Chain	Percentage 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	<ul style="list-style-type: none"> <li>83 percent of Tier 1 branded apparel suppliers that were active for the full year were audited to our COVC during the fiscal year.</li> <li>68 percent of audits were conducted by a third-party assessor, ILO-IFC Better Work and SLCP.</li> <li>Facilities with a consistently low non-conformance rate may be assessed on a biennial basis; all facilities are audited prior to initial production.</li> </ul> <p>Suppliers beyond Tier 1 audited to COVC</p> <ul style="list-style-type: none"> <li>N/A</li> </ul> <p>As part of our Mill Sustainability Program, we communicated to our entire mill base our expectations of their social and environmental performance, which are requirements of doing business with us.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>% Tier 1 branded suppliers audited to COVC</th> <th>% of audits conducted by third-party assessor (ILO-IFC Better Work and SLCP)</th> <th>% of suppliers beyond Tier 1 audited to COVC</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>91</td> <td>34</td> <td>N/A</td> </tr> <tr> <td>2020</td> <td>81</td> <td>71</td> <td>N/A</td> </tr> <tr> <td>2021</td> <td>83</td> <td>68</td> <td>N/A</td> </tr> </tbody> </table>	Year	% Tier 1 branded suppliers audited to COVC	% of audits conducted by third-party assessor (ILO-IFC Better Work and SLCP)	% of suppliers beyond Tier 1 audited to COVC	2019	91	34	N/A	2020	81	71	N/A	2021	83	68	N/A																																																																																														
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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 few violations, none of which were critical, are rated green, average performers are yellow, and those that need to address one or more serious issues are red. As of fiscal 2021, fewer than 1 percent of facilities received red ratings during assessments against our COVC.</p> <p>For issues open as of 2/1/2021, 84 percent of corrective action plans were resolved by 2/1/2022.</p> <table border="1"> <thead> <tr> <th></th> <th>2/1/2021</th> <th>5/1/2021 (3 months)</th> <th>8/1/2021 (6 months)</th> <th>2/1/2022 (1 year)</th> </tr> </thead> <tbody> <tr> <td>Sourcing Country</td> <td># of open issues</td> <td># of open issues</td> <td>% resolution</td> <td># of open issues</td> <td>% resolution</td> <td># of open issues</td> <td>% resolution</td> </tr> <tr> <td>Bangladesh</td> <td>231</td> <td>200</td> <td>13</td> <td>170</td> <td>26</td> <td>45</td> <td>81</td> </tr> <tr> <td>Cambodia</td> <td>309</td> <td>177</td> <td>43</td> <td>127</td> <td>59</td> <td>40</td> <td>87</td> </tr> <tr> <td>China</td> <td>209</td> <td>103</td> <td>51</td> <td>44</td> <td>79</td> <td>13</td> <td>94</td> </tr> <tr> <td>Guatemala</td> <td>52</td> <td>0</td> <td>100</td> <td>0</td> <td>100</td> <td>0</td> <td>100</td> </tr> <tr> <td>India</td> <td>550</td> <td>509</td> <td>7</td> <td>383</td> <td>30</td> <td>113</td> <td>79</td> </tr> <tr> <td>Indonesia</td> <td>155</td> <td>87</td> <td>44</td> <td>72</td> <td>54</td> <td>50</td> <td>68</td> </tr> <tr> <td>Pakistan</td> <td>78</td> <td>78</td> <td>0</td> <td>62</td> <td>21</td> <td>6</td> <td>92</td> </tr> <tr> <td>Sri Lanka</td> <td>69</td> <td>68</td> <td>1</td> <td>59</td> <td>14</td> <td>10</td> <td>86</td> </tr> <tr> <td>United States</td> <td>0</td> <td>0</td> <td>-</td> <td>0</td> <td>-</td> <td>0</td> <td>-</td> </tr> <tr> <td>Vietnam</td> <td>694</td> <td>560</td> <td>19</td> <td>284</td> <td>59</td> <td>90</td> <td>87</td> </tr> <tr> <td>Other</td> <td>133</td> <td>114</td> <td>14</td> <td>110</td> <td>17</td> <td>36</td> <td>83</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>2480</b></td> <td><b>1896</b></td> <td><b>24</b></td> <td><b>1311</b></td> <td><b>47</b></td> <td><b>403</b></td> <td><b>84</b></td> </tr> </tbody> </table>		2/1/2021	5/1/2021 (3 months)	8/1/2021 (6 months)	2/1/2022 (1 year)	Sourcing Country	# of open issues	# of open issues	% resolution	# of open issues	% resolution	# of open issues	% resolution	Bangladesh	231	200	13	170	26	45	81	Cambodia	309	177	43	127	59	40	87	China	209	103	51	44	79	13	94	Guatemala	52	0	100	0	100	0	100	India	550	509	7	383	30	113	79	Indonesia	155	87	44	72	54	50	68	Pakistan	78	78	0	62	21	6	92	Sri Lanka	69	68	1	59	14	10	86	United States	0	0	-	0	-	0	-	Vietnam	694	560	19	284	59	90	87	Other	133	114	14	110	17	36	83	<b>Grand Total</b>	<b>2480</b>	<b>1896</b>	<b>24</b>	<b>1311</b>	<b>47</b>	<b>403</b>	<b>84</b>	Sustainability Webpages: <b>Assessment and Remediation</b>
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Labor Conditions in the Supply Chain (continued)	Discussion of greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion and Analysis	N/A	CG-AA-430b.3	<p>1. The labor practices and working conditions at the third-party suppliers that make apparel for Gap Inc. brands can affect reputation, business continuity, and operating costs for our brands and the company overall. Most workers in our supply chain are women, which is why in addition to labor practices, we have strong focus on empowering women to create lasting impact.</p> <p>2. Excessive overtime, fire and structural safety, and gender-based violence are high-risk supply chain issues that we have specific programs in place to address. The human rights impact of these risks can be severe, while these issues can also present operational risk to our supply chain and reputational risk to our portfolio of brands.</p>	Sustainability Webpages: <b>Policies and Approaches for Human Rights</b>																												
Raw Material Sourcing	Discussion of environmental and social risks associated with sourcing priority raw materials	Discussion and Analysis	N/A	CG-AA-440a.1	<p>Gap Inc. uses industry tools such as the Higg Materials Sustainability Index (MSI) and Textile Exchange’s Preferred Fibers Matrix. Our holistic preferred fibers strategy uses life cycle assessment (LCA) data on indicators including global warming potential, water use and eutrophication, as well as evaluations for biodiversity, potential for circularity, chemistry, land use change, and social conditions within production. We focus our raw materials strategy on the top fibers that account for approximately 97 percent of our fiber consumption: cotton, polyester, nylon, and manufactured cellulosic fibers.</p> <p>Fabric mills and laundries use a great deal of water to dye and finish fabric, which may cause issues with both water quality and quantity; these issues also affect workers and their communities. India faces a high level of water stress for some of our preferred mills and the people who work there. In addition, most of our products include some cotton, and its production affects both the environment and people. Farming and processing cotton typically involves the use of large quantities of water and chemicals, and often takes place in regions facing water and climate risks.</p> <p>Changes in water access and water-related events such as drought or flooding could affect the cost of cotton, which is used in the majority of Gap Inc.’s products, and other raw materials. Gap Inc.’s Supply Chain and Sourcing team monitors and responds to risks for key raw materials using a multi-factor model that includes cotton prices. The team’s work to develop and maintain a diverse supplier base across several countries reduces risk on an ongoing basis.</p> <p>For more information on how we evaluate water and other environmental risks in key sourcing countries, please see our CDP Water response (W3.3b).</p>	Sustainability Webpages: <b>Raw Materials and Product</b> ESG Report: Sustainable Materials Sourcing p. 42 <b>CDP Water Security Disclosure 2021</b> (W3.3b)																												
	Percentage of raw materials third-party certified to an environmental and/or social sustainability standard, by standard	Quantitative	Percentage (%) by weight	CG-AA-440a.2	<table border="1"> <thead> <tr> <th></th> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Natural fibers</td> <td>Percentage of cotton: more sustainable cotton*</td> <td>60</td> <td>54</td> <td>79</td> </tr> <tr> <td>Percentage of wool: recycled wool</td> <td>16</td> <td>11</td> <td>14</td> </tr> <tr> <td rowspan="2">Synthetics</td> <td>Percentage of nylon: recycled nylon</td> <td>7</td> <td>10</td> <td>10</td> </tr> <tr> <td>Percentage of polyester: recycled polyester</td> <td>1</td> <td>6</td> <td>10</td> </tr> <tr> <td>Manufactured cellulotics</td> <td>Percentage of cellulotics: more sustainable viscose, modal, lyocell, TENCEL™, lenzing</td> <td>8</td> <td>9</td> <td>13</td> </tr> </tbody> </table>			2019	2020	2021	Natural fibers	Percentage of cotton: more sustainable cotton*	60	54	79	Percentage of wool: recycled wool	16	11	14	Synthetics	Percentage of nylon: recycled nylon	7	10	10	Percentage of polyester: recycled polyester	1	6	10	Manufactured cellulotics	Percentage of cellulotics: more sustainable viscose, modal, lyocell, TENCEL™, lenzing	8	9	13	ESG Report: Sustainable Materials Sourcing p. 42
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\*Defined as: Better Cotton (formerly BCI), verified US-grown cotton (USCTP), organic, in-conversion (to verified organic), recycled, and regenerative.

Topic	Accounting Metric	Category	Unit of Measure	Code	Data	Reference																
Activity Metric	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	Number	CG-AA-000.A	<p>As of January 29, 2022 we sourced from 705 Tier 1 branded-apparel supplier facilities, defined as direct-relationship cut-and-sew facilities and their associated embroidery, laundry and screen-printing facilities. We have mapped out 231 mill facilities (Tier 2) that represent about 65 percent of our business.</p> <table border="1"> <thead> <tr> <th>Year</th> <th># of Tier 1 branded-apparel supplier factories</th> <th># of mill facilities (Tier 2)</th> <th>% of business from mill facilities (Tier 2)</th> </tr> </thead> <tbody> <tr> <td>2019</td> <td>737</td> <td>191</td> <td>75</td> </tr> <tr> <td>2020</td> <td>659</td> <td>168</td> <td>66</td> </tr> <tr> <td>2021</td> <td>705</td> <td>231</td> <td>65</td> </tr> </tbody> </table>	Year	# of Tier 1 branded-apparel supplier factories	# of mill facilities (Tier 2)	% of business from mill facilities (Tier 2)	2019	737	191	75	2020	659	168	66	2021	705	231	65	ESG Report: Human Rights and Social Dialogue p. 19
Year	# of Tier 1 branded-apparel supplier factories	# of mill facilities (Tier 2)	% of business from mill facilities (Tier 2)																			
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Topic	Activity Metric	Category	Unit of Measure	Code	Data	Reference
<b>E-Commerce</b>						
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	CG-EC-230a.1	<p>We do our best to provide our customers with a safe and convenient shopping experience. We have put in place a wide variety of technical and organizational security measures to help protect the personal information we collect about our customers.</p> <p>The Board’s Audit and Finance Committee oversees data privacy and cybersecurity programs and regularly briefs the Board on material concerns. To respond to the threat of security breaches and cyberattacks, the company maintains a program designed to protect and preserve the confidentiality, integrity, and continued availability of all information owned by, or in the care of, the company. This program also includes a cyber incident response plan that provides controls and procedures for timely and accurate reporting of any material cybersecurity incident.</p> <p>For further information, please see Gap Inc.’s <b>Code of Business Conduct</b>.</p>	Sustainability Webpages: <b>Privacy Policy</b> <b>2021 Proxy Statement</b>
Employee Recruitment, Inclusion, & Performance	Employee engagement as a percentage	Quantitative	Percentage (%)	CG-EC-330a.1	<p>2,000+ HQ Pulse survey participants and 23,000+ store Pulse survey participants; 95 percent average score for “I am proud to work here” and 89 percent “I intend to stay for the foreseeable future” from Pulse survey participants.</p> <p>A representative sample was obtained for both groups. This is Gap Inc.’s own survey, conducted internally.</p> <p>Answers are often scored on a Likert scale of 1–5 (strongly disagree → strongly agree). Examples of questions asked in the Pulse survey include:</p> <p><b>On a scale of 1–5, to what extent do you agree with the following statements:</b></p> <ul style="list-style-type: none"> <li>- I am proud to work here</li> <li>- I believe this company operates with integrity</li> <li>- My manager seeks out and values my perspective</li> </ul> <p><b>How important are the following to you, and how well does Gap Inc. do this:</b></p> <ul style="list-style-type: none"> <li>- I am able to have flexibility in my work schedule</li> <li>- I work for a company with strong reputation and purpose</li> <li>- My company employs inspiring and effective leaders</li> </ul>	ESG Report: Talent Development p. 29

Topic	Activity Metric	Category	Unit of Measure	Code	Data	Reference						
Product Packaging & Distribution	Total greenhouse gas (GHG) footprint of product shipments	Quantitative	Metric tons (t) CO <sub>2</sub> -e	CG-EC-410a.1	Upstream transportation and distribution:	<b>CDP Climate Disclosure 2021 (C6.5)</b>						
					<table border="1"> <thead> <tr> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>527,081</td> <td>Available later in 2022</td> <td>Available in 2023</td> </tr> </tbody> </table> <p>Emissions calculated using primary metric ton/km information at a haul level from Gap internal systems, multiplied by The U.K. Department for Environment, Food &amp; Rural Affairs product transportation emission factors. This represents emissions from our suppliers to our distribution centers.</p>		2019	2020	2021	527,081	Available later in 2022	Available in 2023
2019	2020	2021										
527,081	Available later in 2022	Available in 2023										
					Downstream transportation and distribution:							
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2019	2020	2021										
39,413	130,604	Available later in 2022										
	Discussion of strategies to reduce the environmental impact of product delivery	Discussion and Analysis	N/A	CG-EC-410a.2	<p>Gap Inc. is a signatory of the Arctic Corporate Shipping Pledge, created in partnership with the Ocean Conservancy; the pledge is a commitment to never intentionally send ships through the Arctic's fragile ecosystem.</p> <p>Gap Inc. is also a member of the Environmental Protection Agency's (EPA) SmartWay Transport Partnership, an initiative which empowers businesses to move goods in the cleanest, most energy-efficient way possible to protect public health and reduce emissions. Gap Inc. was recognized by the EPA with the 2020 SmartWay Freight Partner Excellence Award.</p>	ESG Report: Climate Stewardship p. 27						
Activity Metrics	Entity-defined measure of user activity	Quantitative	Number	CG-EC-000.A	<b>Total Global Online Orders (excluding Franchise)</b>							
					<table border="1"> <tbody> <tr> <td>FY 2019</td> <td>55,872,090</td> </tr> <tr> <td>FY 2020</td> <td>86,261,667</td> </tr> <tr> <td>FY 2021</td> <td>83,997,807</td> </tr> </tbody> </table> <p>This data includes orders placed in the United States Specialty (web and app), U.S. Factory, Canada, Japan, European Union, and United Kingdom. It does not include franchises, cancellations, or returns.</p>	FY 2019	55,872,090	FY 2020	86,261,667	FY 2021	83,997,807	
FY 2019	55,872,090											
FY 2020	86,261,667											
FY 2021	83,997,807											
	Number of shipments	Quantitative	Number	CG-EC-000.C	<b>Total Packages</b>							
					<table border="1"> <tbody> <tr> <td>FY 2019</td> <td>77,625,502</td> </tr> <tr> <td>FY 2020</td> <td>145,512,653</td> </tr> <tr> <td>FY 2021</td> <td>124,463,015</td> </tr> </tbody> </table> <p>This data includes packages transported in the United States, Canada, European Union, and Japan.</p>	FY 2019	77,625,502	FY 2020	145,512,653	FY 2021	124,463,015	
FY 2019	77,625,502											
FY 2020	145,512,653											
FY 2021	124,463,015											

Topic	Activity Metric	Category	Unit of Measure	Code	Data	Reference												
<b>Multiline and Specialty Retailers &amp; Distributors</b>																		
Product Sourcing, Packaging & Marketing	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	CG-MR-410a.3	<p>In 2021, Gap Inc. joined a cross-brand working group initiated by The Fashion Pact to research and develop paper-based alternatives to polybags.</p> <p>After rolling out new polymailers that contain 50 percent recycled content (compared to 35 percent in 2020), the team decided to commission a life cycle assessment, assessing the impacts and performance of three alternatives to Gap Inc.'s current mailer: paper, bio-based, and reusable. This will ensure a data-backed strategy going forward.</p>	<p>ESG Report: Circularity and Waste p. 44</p> <p>Sustainability Webpages: <b>Circularity and Waste</b></p>												
Activity Metrics	Number of: (1) retail locations and (2) distribution centers	Quantitative	Number	CG-MR-000.A	Data references end-of-year numbers	<b>FY2110-K</b> p. 30												
					<table border="1"> <thead> <tr> <th>Retail Locations</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Company-operated stores</td> <td>3,345</td> <td>3,100</td> <td>2,835</td> </tr> <tr> <td>Franchises</td> <td>574</td> <td>615</td> <td>564</td> </tr> </tbody> </table>		Retail Locations	2019	2020	2021	Company-operated stores	3,345	3,100	2,835	Franchises	574	615	564
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Activity Metrics	Total area of: (1) retail space and (2) distribution centers	Quantitative	Square meters (m <sup>2</sup> )	CG-MR-000.B	<table border="1"> <thead> <tr> <th></th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Retail space (square footage)</td> <td>37 million</td> <td>34.6 million</td> <td>33.3 million</td> </tr> <tr> <td>Retail space (square meters)</td> <td>3.4 million</td> <td>3.2 million</td> <td>3.1 million</td> </tr> </tbody> </table>		2019	2020	2021	Retail space (square footage)	37 million	34.6 million	33.3 million	Retail space (square meters)	3.4 million	3.2 million	3.1 million	<p><b>FY2110-K</b> p. 30</p> <p><b>FY2010-K</b> p. 30</p>
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