

2024 ESG REPORT





FORWARD-LOOKING INFORMATION

Certain statements included in this Environmental, Social, and Governance (ESG) report constitute forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995 and Canadian securities legislation and regulations, and are subject to important risks, uncertainties, and assumptions. This forward-looking information includes, amongst others, information related to the Company's future plans and operations in relation to ESG, as well as the Company's Next Generation ESG strategy and ESG targets. Forward-looking statements can be generally identified by the use of conditional or forward-looking terminology such as "may," "will," "expect," "intend," "estimate," "project," "assume," "anticipate," "plan," "foresee," "believe," or "continue," or the negatives of these terms, variations of them, or similar terminology. There can be no assurance that the expectations represented by our forward-looking statements will prove to be correct. Forward-looking information or statements included in this ESG Report are provided to inform readers about management's assessment of Gildan's future plans and operations in relation to ESG. This information may not be appropriate for other purposes. By their nature, such statements are subject to significant risks, assumptions, and uncertainties, which could cause Gildan's actual results and experience to be materially different from the anticipated results. Amongst others, these risks and uncertainties include those related to climate, political, social, and economic impacts in the countries where we operate, that we sell to, or from which we source production; disruptions to manufacturing and distribution activities due to such factors as operational issues; disruptions in transportation logistic functions; labour shortages; political or social instability; natural disasters and other weather-related events; epidemics and pandemics; impacts specifically related to the COVID-19 pandemic on our business and financial results; negative publicity

as a result of actual, alleged, or perceived violations of human rights, labour and environmental laws, international labour standards, or unethical labour practices; and other unforeseen adverse events. We refer you to the Company's filings with the Canadian securities' regulatory authorities and the U.S. Securities and Exchange Commission, as well as the risks described under the "Financial risk management," "Critical accounting estimates and judgments," and "Risks and uncertainties" sections of our Annual Report's most recent Management's Discussion and Analysis for a discussion of such risks, assumptions, and uncertainties that could cause Gildan's actual results and experience to be materially different from the anticipated results. The Company's ability to achieve its ESG targets, commitments, and goals is further subject to, among others, the Company's ability to access and implement all technologies, processes, and methods necessary to achieve its targets, commitments, and goals, the Company's ability to leverage its supply chain and vertically integrated business model and to source sustainable raw materials, as well as the development and performance of innovative technologies and the future use and deployment of such technologies and associated expected future results, and environmental policy, legislation, and regulation. Readers are cautioned not to place undue reliance on any such forward-looking statements. The forward-looking statements contained in this presentation describe our expectations on July 22nd, 2022 and, accordingly, are subject to change after such date. The Company does not undertake or accept any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements to reflect any change in the Company's expectations or any change in events, conditions, or circumstances on which any such statement is based, except as required by law. All the forward-looking statements contained in this ESG Report are expressly qualified by this cautionary statement.



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ABOUT THIS REPORT

Our Environmental, Social, and Governance (ESG) report outlines how we are delivering against our vision of Making Apparel Better®. It provides detailed information about our policies, management approach, and performance. This report marks our 18th year of sustainability reporting.

The reporting period is from January 1st, 2021 through December 31st, 2021, unless otherwise indicated. We report only on assets that we operate, unless otherwise indicated, and provide year-over-year trending where possible. All dollar figures reported are in U.S. dollars.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Comprehensive option, and the Sustainability Accounting Standards Board (SASB) Apparel, Accessories and Footwear Sustainable Accounting Standard (2018). We also report in alignment with the relevant United Nations (UN) Sustainable Development Goals (SDGs), where we believe we have the greatest impact.


Data provided in this report pertain to Gildan owned operations in North America, Central America, the Caribbean, and Bangladesh, as well as any significant impacts deriving from these operations. Information about our third-party manufacturing contractors and raw material suppliers has also been included when it is material and available. To overcome the challenge of synthesizing data from numerous jurisdictions, some of which have different reporting requirements, methods, and standards, we have consolidated information where possible. In other areas, information is presented separately or from a single jurisdiction.

The data included in this report have been prepared in accordance with the GRI Principles for Defining Report Quality, in addition to the relevant standards. The required third-party assurance has been provided by an independent consulting firm, Corporate Citizenship. Gildan understands that Corporate Citizenship complies with the requirements for independence, professional ethics, and quality control as stipulated by ISAE 3000, and that none of the personnel involved in the preparation of this report worked with Gildan on subject matter that might compromise their objectivity.

This report and appendices are produced in English, French, and Spanish, and are publicly available on our website as downloadable PDFs.

We value and welcome feedback from all stakeholders. Please send comments or questions about this report to: cc@gildan.com.

THIRD-PARTY ASSURANCE

Our key material ESG and sustainability data for performance indicators are subject to third-party assurance aligned with ISAE 3000, through the independent consulting firm Corporate Citizenship. An independent limited assurance report is on [pages 64](#), which includes the following: total annual energy usage (GJ), energy intensity per production (GJ/kg), total scope 1 greenhouse gas (GHG) emissions (tCO₂e), total scope 2 GHG emissions (tCO₂e), change in total scope 1 and 2 emissions (compared to 2018 baseline, as a %), partial scope 3 GHG emissions (tCO₂e), total water withdrawal (MMm³), total water discharge (MMm³), change in water withdrawal intensity per production (compared to a 2018 baseline, as a %), total hazardous waste (t), total non-hazardous waste (t), landfill waste intensity per production (kg/kg), gender diversity (collective group of employees at the Director level or higher, as a %), work-related injury rate for employees, lost-time injury frequency rate for employees, lost-time injury frequency rate for contractors (for dedicated contractors in Haiti only), and injury severity rate for employees. All performance indicators that have been assured are identified with a  throughout the report.





MESSAGE FROM THE PRESIDENT AND CEO

I am pleased to introduce Gildan’s 18th annual Environmental, Social, and Governance (ESG) report which describes our priorities in this important area, our progress in 2021, as well as an in-depth look at our Next Generation ESG strategy and targets, including our path to 2030.

While the world continued to face a myriad of challenges last year – including the continued impact of the COVID-19 pandemic, global supply chain disruptions, labour shortages, and geo-political and climate uncertainty – Gildan was able to build on its strengths, resilience and focus, our vertically integrated business model, and our continued leading commitment to sustainability.

Specifically, in 2021, our Board approved our new Company business plan, the Gildan Sustainable Growth strategy, which is driving the Company’s next phase of growth focused on three key pillars: capacity expansion, innovation, and ESG. This led to our Next Generation ESG strategy, which includes measurable targets to be achieved by or before 2030, which will be further discussed in this report.

Sustainability has long been an integral part of how we do business, and a critical driver of our overall success. We have

witnessed first-hand the link between our ESG performance and long-term financial success, primarily due to the direct control we have over every aspect of our operations thanks to our vertically integrated business model. For instance, our use of biomass as a clean energy source has averaged around 40% over the past five years, and has reduced our dependency on fossil fuels, lowered our energy costs, and decreased our exposure to rising oil and gas prices.

Further, we recognize that the social component of ESG plays an equally important role in our success, including our commitment to diversity, equity, and inclusion. We believe in a workplace where our people can contribute to their fullest potential. Indeed, multiple studies have shown among companies a clear link between having diverse teams and achieving business success. For this reason, we were delighted to see that in our 2021 employee engagement survey, more than 78% of respondents said that they believe Gildan was an inclusive workplace.

Moreover, while we have made good strides and attained gender parity globally at the manager level and in less-senior positions, we understand the barriers that many women face, and we want to ensure we reach and maintain gender parity

throughout our organization. As such, we have set a target to achieve gender parity at the collective group of employees representing the Director level and above by 2027.

Reflective of our overall commitment to ESG, Gildan’s Board approved a measure linking a portion of our executive compensation to ESG performance. Beginning in 2022, ESG targets will comprise at least 25% of all Gildan senior executives’ strategic objectives tied to their annual short-term incentive plan. Additionally, we added an amendment to our \$1 billion revolving credit facility, incorporating sustainability-linked terms into the loan agreement. With this, Gildan became the first Canadian apparel manufacturing company to tie financing costs to achieving critical ESG goals.

We are proud of the work we’ve done. In addition to being the right thing to do, we continue to believe that our ESG initiatives will contribute to delivering stronger results and reinforce Gildan’s position as a leading ethical, sustainable, and transparent apparel company. In this regard, in 2021 our leadership in ESG was recognized by several organizations: Corporate Knights named Gildan one of the “World’s 100 Most Sustainable Corporations,” *The Investor Business Daily* named Gildan one of the “Top 100 Best ESG Companies,”

and we were also listed on the Dow Jones Sustainability Index (DJSI) for the ninth consecutive year – the only North American apparel manufacturer to receive this distinction.

Finally, as we close a year of strong performance and strategic progress, I would like to thank our employees, customers, partners, and shareholders for their ongoing efforts, trust, and confidence. I would also like to thank our Board of Directors for their guidance and support in the development of these strategies and initiatives. 2021 was a good year, highlighted by resiliency, a more focused lens on ESG and sustainable growth, and we are excited as we move forward.

Glenn Chamandy,
President and CEO





MESSAGE FROM THE SVP, TAXATION, SUSTAINABILITY, AND GOVERNMENTAL AFFAIRS, AND THE VP, CORPORATE CITIZENSHIP

Since the early 2000s, Gildan has been dedicated to respecting and protecting human rights, using natural resources responsibly, and contributing to the positive development of our communities. Thanks to this strong commitment, we have achieved many significant milestones that have led us to become a global leader in responsible apparel manufacturing.

In 2021, we were pleased to see strong Environmental, Social, and Governance (ESG) progress, capitalizing on our 20-year track record of implementing best-in-class ESG practices. And in early 2022, we announced the next phase of our journey, Gildan's Next Generation ESG strategy and future targets. The goals we have set to support this strategy are material to our business, aligned with the United Nations' Sustainable Development Goals, and centered around the following five areas:



Climate, Energy, and Water



Circularity



Human Capital Management



Long-Term Value Creation



Transparency and Disclosure

This new strategic ESG framework will allow us to push innovation to new heights, deepen ESG advancements, and drive further performance. To that end, the strategy is being implemented across our operations globally. This includes investing in lower-carbon technologies, addressing key social issues such as equality, and focusing on world-class health and safety standards, amongst others, all of which are underpinned by strong transparency and disclosures.

Ahead of your reading of the report, we would like to take a moment to highlight a few areas. As a responsible Company, we have worked to reduce our carbon footprint for many years – from initiatives that make our operations more efficient to low-carbon energy solutions, such as our biomass. Today, this work proves even more valuable to address the complex climate change crisis the world faces, which is why we have committed to aligning our emissions goals with the Science Based Targets initiative (SBTi) and

reducing our scope 1 and scope 2 GHG emissions by 30% by 2030 (compared to a 2018 baseline).

We also recognize the increased importance around circularity. As such, we have placed a larger focus on reimagining ways to increase our use of sustainable and recycled materials in our products and our packaging. By 2027, we aim to source 30% recycled polyester or alternative fibers and/or yarns, and 75% recycled or sustainable packaging and trim materials. As part of that effort, we are collaborating with various partners, including our customers and suppliers, to create a more sustainable and circular supply chain.

We also know that accountable people drive real change, which is why we are holding ourselves accountable through shared responsibility, regular reflection on our efforts, and continuous improvement. Accordingly, each of our new

targets is supported by measurable key performance indicators (KPIs) and guided by a detailed roadmap with important milestones.

Finally, we have advanced our strong tradition of corporate governance with an increased focus on transparency and disclosure. Our reporting is fully aligned with the SASB framework and prepared in accordance with the GRI Standards. We have also begun aligning our reporting with the Task Force on Climate-related Financial Disclosures (TCFD), and later in 2022, we will publish our first stand-alone TCFD report. We expect to be fully aligned with TCFD recommendations by 2025.

Overall, we believe our strategy reflects Gildan's strong leading commitment to ESG, addresses key concerns about climate change, significantly incorporates sustainability into our products and packaging, and focuses on improving employee and community wellbeing, all of which will contribute to Gildan's overall continued success.

As we close off, we would like to thank our ESG team, our ESG steering committee, and our global workforce for their hard work and dedication to this important area. We are excited about the path ahead and are dedicated to delivering value to all stakeholders over the long-term.



Peter Iliopoulos
Senior Vice President, Taxation, Sustainability, and
Governmental Affairs



Claudia Sandoval
Vice President, Corporate Citizenship



ABOUT GILDAN

Gildan is a leading apparel manufacturing company, with a strong portfolio of brands, such as Gildan®, American Apparel®, Comfort Colors®, GOLDTOE®, and others. With over three decades of developing global manufacturing expertise, and a vertically integrated supply chain, Gildan is one of the world's most efficient, ethical, and sustainable apparel manufacturers. Founded in Canada, Gildan operates out of approximately 30 facilities worldwide and sells its products in 60+ markets globally. Its product offerings include activewear, underwear, and socks, sold to wholesale imprintables distributors and national accounts that include large screenprinters or embellishers, retailers and global lifestyle brand companies. With approximately 48,000 employees, Gildan operates with a strong commitment to industry-leading labour and environmental practices throughout its supply chain, in accordance with a comprehensive ESG program that is embedded in its long-term business strategy.

For more on Gildan and our ESG practices, visit our website at gildancorp.com.

AT A GLANCE

HEADQUARTERS
MONTREAL, CANADA

YEAR FOUNDED
1984

GLOBAL EMPLOYEES
~ 48,000

COUNTRIES WITH OPERATIONS
12

NUMBER OF BRANDS
17

NET SALES IN 2021
\$2.92 BILLION

SALES DERIVED FROM PRODUCTS
WE MANUFACTURE
~ 90%

2021 FINANCIAL HIGHLIGHTS

The year 2021 was characterized both by fast-paced economic recovery, and the ongoing impacts of the COVID-19 pandemic. This environment brought with it a new set of challenges: labour shortages, inflationary cost pressures, supply chain disruptions, and tight inventory. While demand for apparel grew, Gildan was not immune to these factors, and our team did an exceptional job responding in this difficult environment. The Company navigated through these challenges, and was able to capitalize on the economic recovery. Most importantly, Gildan's vertically integrated business model and geographical positioning stood out as clear competitive advantages. Thanks to Gildan's positioning, sharp focus, and the dedication and ingenuity of our people, the Company delivered exceptional performance in 2021.

We believe ESG is one of the core strengths that led to this success, and as we further embed ESG in our strategy, we are demonstrating that conviction by creating explicit links between financial and ESG performance.

In December 2021, Gildan's Board approved the linking of a portion of our senior executives' annual incentive pay to the Company's ESG performance. Long-term incentives for Gildan's senior executive officers have long been 100% linked to various financial and strategic performance objectives, further motivating those leaders who have a significant impact on the Company's results to achieve superior performance. Starting in 2022, the short-term incentive program will include ESG targets that will comprise 25% of the CEO and other senior executives' qualitative strategic objectives.

Other ways in which Gildan's financial performance is tied to its ESG performance include the following:

- Work done in 2021 resulted in an amendment to our existing \$1 billion revolving credit facility, announced in March 2022, which incorporates sustainability-linked terms into the loan agreement. The amendment introduces an annual pricing adjustment based on the achievement of three of Gildan's Next Generation ESG targets related to climate change, circularity, and Diversity, Equity, and Inclusion (DEI)
- Strong oversight of our supply chain, leading to greater control over our operations, enhances efficiency by applying highly standardized and cost-effective processes across our operations, and reducing supply chain disruption
- Due to our use of biomass energy, our renewable energy footprint has averaged almost 40% over the

past five years, and we have reduced our dependence on fossil fuels, our energy costs, and our exposure to increasing legislative requirements, and rising oil and gas prices

- Our processes to reuse hot water condensate through the chemical additive process decreases energy consumption and reduces energy costs; this is made possible by low-cost abatement technologies, all while supporting a low-carbon economy
- Our Energy Management Information System (EMIS) allows us to monitor and manage our energy consumption. It also helps us identify opportunities to control costs and use lower-cost abatement technologies at our Honduras manufacturing complex
- Our focus on circular solutions for our products, packaging, and shipping allows us to divert waste from landfills and reduce our scope 3 GHG emissions. At the same time, reducing packaging volume, and reusing packaging and shipping materials result in greater cost efficiencies (see [page 24](#) for more information)
- The high-tech equipment in which we invest, such as packaging sensors in our Honduran facilities, reduces waste and material costs
- Positive performance on health and safety, labour, and human rights issues leads to better financial performance, such as earnings per share and return on net assets
- Our ESG efforts make our products more attractive to customers seeking more sustainably made products, and provide reputational benefits that can lead to the Company becoming a supplier of choice among consumers and wholesale customers

HOW WE OPERATE

Far beyond simply making great quality products, our vision is to leverage our vertically integrated manufacturing model, and the expertise and scale we have built over the years to positively influence how apparel is made.

From spinning our own yarn to assembling the final garments and distributing our products, our vertically integrated business model gives us unparalleled oversight of our operations; this helps us integrate innovative and sustainable solutions across our entire value chain.

THE POWER OF VERTICAL INTEGRATION

STRONG

oversight

of our supply chain leading to better governance and more control over our operations

ENHANCED

efficiency

by applying highly standardized and cost-effective processes across our operations

REDUCED

disruption

in our supply chain through direct control and ownership of the production cycle



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GRI

OUR OPERATIONS

Our largest manufacturing operation is in Honduras, where the majority of our products are produced. Our textile, sewing, and sock manufacturing operations take place across our Central American, Caribbean, and Bangladesh hubs, and our yarn-spinning operations are all located in the United States.

In 2021, we continued to expand capacity in Central America and the Caribbean, including the reinstallation of equipment relocated from our previous operations in Mexico, and we resumed investments towards our capacity-expansion plans. We expanded our yarn operations with the purchase of one of our yarn suppliers, Frontier Yarns, adding additional spinning facilities in North Carolina. This acquisition will further strengthen internal support for our Central American and Caribbean facilities as our manufacturing operations in those regions grow.

For more information on how we operate, consult our [2021 Annual Report](#) or the [vertical integration](#) page on our website. For more information about our factories and third-party contractors visit the our [factories page](#).

GLOBAL MANUFACTURING INFRASTRUCTURE

-  YARN SPINNING HUB
-  TEXTILE & SEWING MANUFACTURING HUBS
CENTRAL AMERICA • CARIBBEAN • BANGLADESH
-  OUR MARKETS



CONTINUED RESPONSE TO COVID-19

In 2021, we continued to navigate challenges related to COVID-19. Our manufacturing facilities continued to operate with guidelines in place to mitigate outbreaks of the virus and promote regular operations, and we communicated updates regarding the status of COVID-19 in our plants and local communities. Our response was based on guidance from the World Health Organization (WHO) and the Centers for Disease Control and Prevention (CDC), as well as any specific legal requirements within host countries.

The Company's COVID-19 policy advises Gildan workers on how to best protect themselves and family members from the disease at work, at home, and when travelling outside their country or region. Cleaning procedures continued to be in effect to sanitize areas that pose a risk for employee contact. We have also continued implementing social distancing protocols and ensured that protective panels at workstations in all common areas remained in place. Gildan facilities also have protocols to address positive cases, and employees safely return to work as per the Company's defined internal return to work criteria.

In 2021, vaccination programs were initiated and held at some of our locations, and Gildan donated 5 million pieces of masks to various organizations within our operating network. Some of the donated products went to the healthcare sector, while others went to the education sector to protect individuals in more vulnerable communities.

In 2022, we will continue to follow guidance from the WHO and the CDC, and make adjustments where necessary.

ENHANCED WORKFORCE RESILIENCE

In 2021, the organizational development (OD) team in our manufacturing operations provided live, online training and talks to employees working remotely to help them adapt to this new work environment. This voluntary program offered competency-based training and weekly wellness-oriented talks covering topics such as Adapting in Times of Crisis, Leading through Uncertainty, Remote Work Tools, Productivity, Managing Anxiety and Stress, Personal Finances, and Parenting.



NEXT GENERATION ESG STRATEGY

Since 2002, Gildan's ESG program has helped guide its business operations. As part of our Next Generation ESG strategy, we are integrating the following ESG targets and practices into our long-term business strategy.

MATERIALITY ASSESSMENT

We continually strive to improve upon what we've already accomplished in the realm of sustainability. After reporting on its second set of environmental targets, the Company, in 2021, undertook a detailed third-party materiality assessment to redefine its ESG strategy and push its sustainability approach even further, while at the same time taking into account new technologies and advances in the industry.

This assessment supports the development of our Next Generation ESG strategy and targets, which commit to making meaningful advancements in key ESG areas by 2030. While sustainability has always been integrated into our business plan, this new strategy will push us to deliver even stronger ESG performance, and reinforce Gildan's reputation as a leading ethical, sustainable, and efficient apparel company.

The strategy seeks to tackle global environmental and social priorities while looking to improve the lives of people who make Gildan garments, all while further protecting the environment, empowering neighboring communities, and increasing the sustainability of products delivered to customers worldwide. In 2021, we formed a new ESG Steering Committee comprising executive and senior management to develop and oversee our Next Generation ESG strategy. The ESG Steering Committee is responsible for quarterly reporting on progress towards our ESG targets directly to the Board of Directors Corporate Governance and Social Responsibility Committee (Governance Committee). The Governance Committee provides oversight of ESG matters, including the Company's new ESG targets set in 2021 (see [page 56](#) for more information).

To further refine our focus, we collaborated with a third-party sustainability consulting agency to determine areas of key concern to our stakeholders that could have the greatest impact on our business. Based on the level of importance to both stakeholders and the Company, we identified 12 high-priority areas under five broad categories, which you can find on the right:

Our materiality assessment followed established best practices, referenced key topics from SASB standards, and adhered to the GRI's broader stakeholder impact principles. The results of this work formed the basis for our Next Generation ESG strategy and were also incorporated into our wider business strategy, as we understand that financial success and ESG performance are not mutually exclusive. Indeed, our long-term success as a Company depends on the responsible use of natural resources, reducing our climate impact, and having a valued and healthy workforce.

AREAS OF FOCUS



CLIMATE, ENERGY, AND WATER

Climate change and energy
Water



CIRCULARITY

Sustainable raw materials
Operational waste management
Sustainable supply chain



HUMAN CAPITAL MANAGEMENT

Human rights and ethical labour
Health and safety
Diversity, equity, and inclusion



LONG-TERM VALUE CREATION

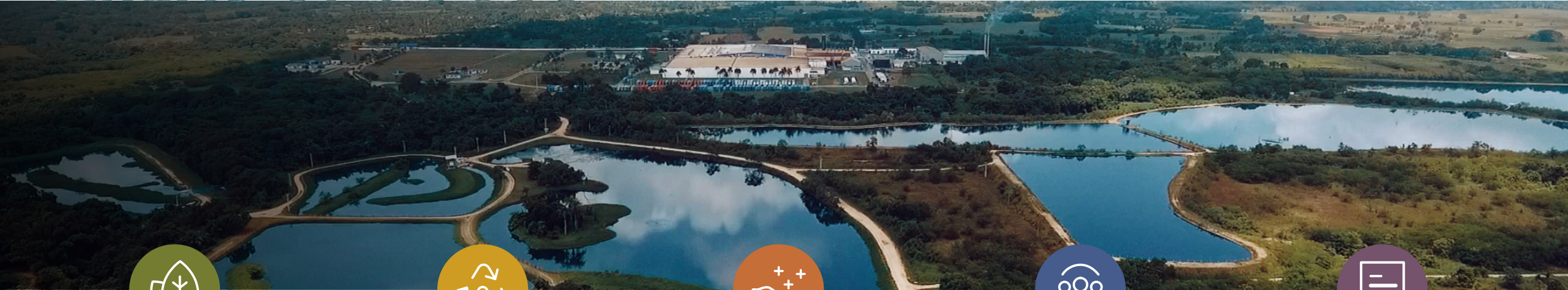
Community investment
Economic empowerment



TRANSPARENCY AND DISCLOSURE

ESG transparency and disclosure
ESG marketing and communications

AREAS OF FOCUS



CLIMATE, ENERGY, AND WATER

Gildan is paving the way toward a low-carbon future, with the goal of reducing our scope 1 and scope 2 GHG emissions by 30% by 2030, compared to its 2018 levels. This target aligns with the SBTi and the goals of the Paris Agreement. To that effect, Gildan has signed the SBTi commitment letter, joining companies worldwide in setting science-based targets for reducing carbon emissions. Gildan is also addressing water-related risks linked to climate change. Gildan has committed to a 20% reduction (also compared to a 2018 baseline) in water intensity (as reduction in water withdrawal per kilogram produced), a goal it will meet by further investing in water efficiency and by additionally implementing water reduction and reuse systems in its operations.



CIRCULARITY

Gildan's commitment to reducing its environmental impact through circularity includes both the transparent sourcing of more sustainable raw materials and the enhancement of its sustainable waste management initiatives. It aims to source 100% sustainable cotton by 2025 by sourcing third-party verified sustainable cotton through the Better Cotton Initiative and the U.S. Cotton Trust Protocol (USCTP) (see [page 22](#) for more information), and by using 30% recycled polyester or alternative fibres and/or yarns by 2027. The Company also plans to achieve zero manufacturing waste by 2027, and to use 75% recycled or sustainable packaging and trim materials by 2027. These packaging and trim materials are defined as Stock Keeping Units (SKUs) of packaging and trims (which include carton, polyester, paper, and cotton-poly trims) specific to apparel SKUs and contain recycled materials and/or have a relevant sustainability certification (see [page 24](#) for more information).



HUMAN CAPITAL MANAGEMENT

Gildan will continue ensuring human rights are respected in its supply chain, and that its workers are treated with dignity. Further, the Company will push health and safety performance to new standards by working to improve employee safety and reduce workplace risks across all operations. To achieve this, Gildan plans to attain ISO 45001 certification at all its Company-owned and operated facilities by 2028.

In consideration of DEI, Gildan set a first-time goal to reach gender parity across the organization. It has already attained gender parity globally across the manager level and below, and it aims to achieve by 2027 the same degree of equality for the collective group of employee roles that represent the Director level and above.



LONG-TERM VALUE CREATION

Gildan is committed to playing a meaningful role in the economic development of the communities where it operates. The Company intends to incrementally increase allocation of capital towards purposeful and value-driven community projects, with the goal of making a 1% contribution of our pre-tax earnings by 2026. In parallel, the Company will also engage one of its most important stakeholders – its people – and continue to facilitate and encourage employee volunteerism at all levels to further deepen local impact.













TRANSPARENCY AND DISCLOSURE








Gildan will hold itself accountable in reaching the aforementioned targets by transparently sharing its ESG journey with stakeholders. To that end, Gildan commits to further enhancing its ESG disclosures across all focus areas, thereby allowing stakeholders to make more informed ESG-based decisions, and ensuring a high degree of trust and understanding.

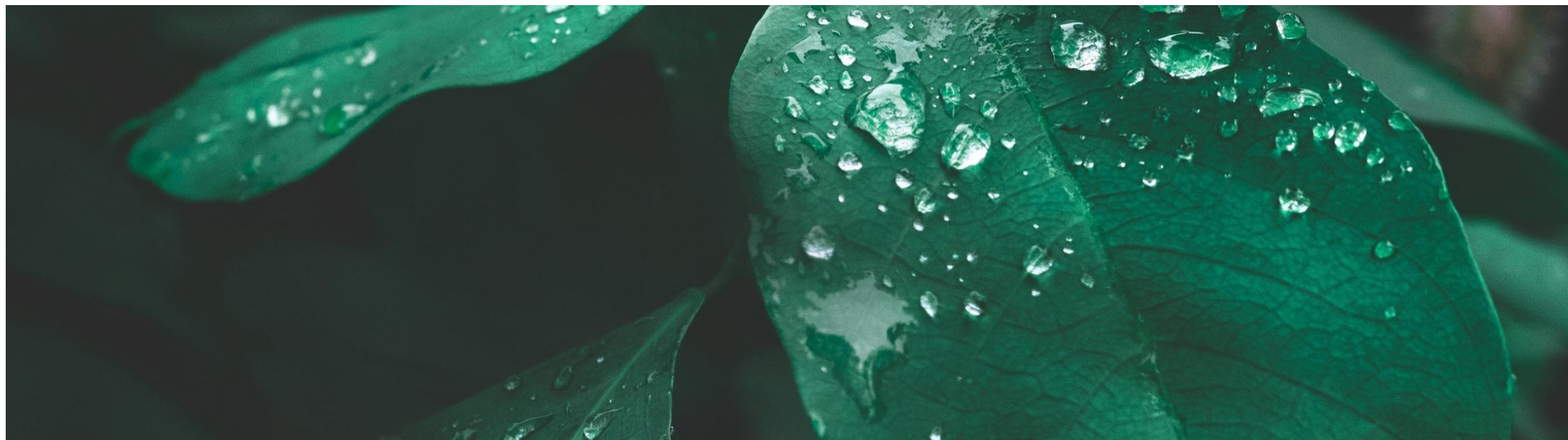
In 2022, Gildan plans to issue a stand-alone report containing further disclosures that align with the TCFD framework. The report will detail the Company's climate-related governance, strategy, risk management, metrics, and targets.

TARGETS & SDG ALIGNMENT

In late 2021, Gildan's Board of Directors supported management's decision to implement Gildan's Next Generation ESG strategy and targets. At the same time, Gildan also reviewed and updated its strategic alignment with the UN SDGs, thus providing greater clarity over the impact the Company plans to make in the coming years.

PILLAR	GOAL	STATUS	SDG ALIGNMENT	SDG TARGET(S)
ENVIRONMENTAL				
 CLIMATE, ENERGY, AND WATER	In alignment with the SBTi, reduce scope 1 and scope 2 GHG emissions by 30% by 2030 (compared to a 2018 baseline)	<p>In 2021, absolute scope 1 and scope 2 GHG emissions fell by 15.8% from 2018, to 372,640 tonnes of CO₂e in 2021; this was due to the implementation of energy-efficiency projects ✓</p> <p>The percentage of use of biomass energy increased from 33% in 2020 to 39% in 2021</p> <p>See pages 19-20 for additional information</p>	 	<p>7.2 By 2030, substantially increase the share of renewable energy in the global energy mix</p> <p>13.1 Strengthen resilience and adaptive capacity regarding climate-related hazards and natural disasters, in all countries</p> <p>13.3 Improve education, awareness-raising, and human and institutional capacity regarding climate change mitigation, adaptation, impact reduction, and early warning</p>
	Reduce water intensity by 20% by 2030 (compared to a 2018 baseline)	<p>In 2021, water intensity at Company-owned operations were reduced by approximately 18% per kilogram produced (compared to a 2018 baseline) ✓</p> <p>See page 21 for additional information</p>		<p>6.4 By 2030, substantially increase water-use efficiency across all sectors, and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>
 CIRCULARITY	Source 100% sustainable cotton by 2025	<p>We increased the percentage of third-party certified sustainable cotton from 3% in 2020 to 7.4% in 2021</p> <p>See page 22 for additional information</p>	 	<p>8.4 Progressively improve through to 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation; this is in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead</p> <p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p>
	Zero manufacturing waste by 2027	<p>In 2021 we established this target and will present the baseline in the 2022 ESG Report, which will be published next year</p> <p>See page 23 for additional information</p>		<p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p>
	Source 30% recycled polyester or alternative fibre yarns by 2027	<p>In 2021, we incorporated recycled polyester into our GOLDTOE® hosiery brand</p> <p>In 2021, we established this target and will present the baseline in the 2022 ESG Report, which will be published next year</p> <p>See pages 22-23 for additional information</p>		<p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p>
	75% recycled and sustainable packaging and trims by 2027	<p>At the end of 2021, approximately 9% of our total SKUs of packaging and trims (which include carton, polyester, paper, and cotton-poly trims, and are specific to apparel SKUs) contained recycled materials and/or had relevant sustainability certification</p> <p>See page 24 for additional information</p>		<p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p>

PILLAR	GOAL	STATUS	SDG ALIGNMENT	SDG TARGET(S)
SOCIAL				
 HUMAN CAPITAL MANAGEMENT	Achieve gender parity for the collective group of employees representing Director level and above positions by 2027	In 2021, women held 26% of all Director level and above positions ✓ See pages 39-43 for additional information		5.1 End all forms of discrimination against all women and girls everywhere 5.5 Ensure women's full and effective participation, and equal opportunities for leadership at all levels of decision-making in political, economic, and public life (Women in Leadership)
	Attain ISO 45001 certification across all Company-owned facilities by 2028	In 2021, we established this target and will present the baseline in the 2022 ESG Report, which will be published next year See pages 44-46 for additional information		8.4 Progressively improve through to 2030 global resource efficiency in consumption and production, and endeavour to decouple economic growth from environmental degradation; this is in accordance with the 10-year framework of programs on sustainable consumption and production, with developed countries taking the lead
 LONG-TERM VALUE CREATION	Gradually increase spending to allocate 1% of pre-tax earnings towards community investment initiatives by 2026	In 2021, we donated a total of \$2.3M in cash and in-kind donations See pages 47-49 for additional information		17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources to support the achievement of the SDGs in all countries, particularly developing countries 17.17 Encourage and promote effective public, public-private, and civil society partnerships, while building on the experience and resourcing strategies of partnerships
GOVERNANCE				
 TRANSPARENCY AND DISCLOSURE	Fully align with the TCFD by 2025	In 2021 we provided an initial TCFD disclosure and are expanding that work in a separate disclosure that will be provided in late 2022 See page 27 for additional information		13.3 Improve education, awareness-raising, and human and institutional capacity regarding climate change mitigation, adaptation, impact reduction, and early warning



RECOGNITIONS AND HIGHLIGHTS

Over the years, numerous organizations have recognized Gildan for its strong ESG practices. The Company's accomplishments and recognitions in 2021 showcase the foundational partnerships it has built to enhance its knowledge and expertise. We are proud of these accomplishments and are committed to the road ahead, as there is still more work to be done.

In 2021, Gildan was recognized in the following ways:

- Named one of the "World's 100 Most Sustainable Corporations" by Corporate Knights
- Included on the Dow Jones Sustainability Index (DJSI) for the ninth consecutive year
- Named one of the "Top 100 ESG Companies of 2021" by *The Investor's Business Daily*
- Ranked sixth out of 250 brands on the 2021 Fashion Transparency Index
- Received a "B" score from the Carbon Disclosure Project (CDP) on climate change and water security

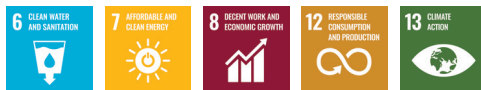
Some of the highlights in 2021 include the following:

- Published our 17th consecutive ESG Report, including the first year of data disclosure under the SASB standards, and completed an initial assessment using the TCFD framework
- Signed the Gender Equality Seal commitment in the Dominican Republic as part of the United Nations Development Programme (UNDP)
- Became an official member of the USCTP





ENVIRONMENT



Gildan understands its responsibility in joining efforts to address the global challenges of climate change and biodiversity loss. As such, we continue to invest in systems, technologies, and initiatives that reduce our GHG emissions, minimize waste, optimize resources, and reduce our overall impact on the planet.

In 2021, 39% of our energy came from renewable sources. Between 2018 and 2021, we reduced our water intensity by approximately 18%, our total waste intensity by about 15%, and our landfill waste intensity by roughly 13%. We also recycled or repurposed 100% of our fabric cutting scraps. Along with lowering our environmental impact, these accomplishments also benefit our bottom line, by driving down our operating costs and making us more flexible, resilient, and productive.

We are also pleased to be starting our journey towards setting climate targets that align with the SBTi – a global initiative that helps companies set emission reduction targets in line with climate science and the Paris Agreement goals – and creating a more circular business model. We know that issues around climate change and the circular economy are complex and ever-evolving, and will require “all of the above” solutions. To that end, we are committed to reaching the emissions-reduction and waste-reduction goals we recently established, and are inspired by the innovative spirit and dedication of Gildan’s employees, partners, and suppliers.

SECTIONS

- CLIMATE CHANGE AND ENERGY USE
- MANAGING OUR WATER RESOURCES
- PATH TO A CIRCULAR ECONOMY
- BIODIVERSITY AND AFFORESTATION
- TOWARDS TCFD ALIGNMENT



OUR APPROACH

The Company's [Global Environment and Energy \(GE&E\) Policy](#), [Restricted Substances Code of Practice \(RSCP\)](#), and Environmental Management System (EMS) govern our environmental stewardship across our operations. The GE&E Policy describes and reinforces behaviours that ensure the Company will meet or exceed local laws, as well as our own internal standards.

Our EMS is based on [ISO 14001](#), an international environmental management standard that has guided the framework we use to evaluate our procedures for water conservation and management, wastewater discharges, energy consumption, chemical handling and storage, raw materials, waste generation, biodiversity protection, and emissions and spill control.

Gildan's President, Manufacturing is responsible for overseeing the Company's environmental performance; the Vice President, Corporate Citizenship (who reports to the President, Manufacturing) is responsible for maintaining the Company's EMS. To ensure that Gildan's manufacturing facilities align with its GE&E Policy, all facility leaders and environmental, health, and safety (EHS) employees have environmental targets included in their annual performance plans.

As part of our EMS, each Gildan owned facility is required to set objectives that align with the Company's overall goals. We regularly conduct environmental audits to verify compliance and evaluate the effectiveness of these objectives. The frequency of these audits depends on the manufacturing activities performed at a facility, and their potential impact on the environment and our operations. The majority of our facilities are audited at least once per year, and at facilities that have fewer environmental risks (e.g., offices, distribution centres, regional workshops, Biotop, biological reactor facilities, etc.), an audit is performed at least every 24 months.

All our suppliers and contractors must adopt sound environmental management practices under our GE&E Policy. We require all third-party manufacturing contractors and key raw material suppliers to formally acknowledge these practices and agree to comply with them throughout the term of their relationship with us. Our suppliers and contractors

must also follow our [Social & Sustainable Compliance Guidebook](#), and we audit them against the environmental standards included in our Guidebook as part of our social and environmental monitoring program.

Additionally, we have made significant investments in systems and technologies to closely measure, monitor, and optimize the sustainability of our operations. Our yearly capital expenditures not only help us improve and achieve compliance with current environmental standards, but also demonstrate our commitment to the environment and to the health and safety of our employees.

2021 ENVIRONMENTAL AUDIT PERFORMANCE

In 2021, 14 environmental audits were performed at our facilities, and 97 instances of non-compliance were found: nine were classified as major, 32 as moderate, and 56 as minor. We also identified 24 opportunities for improvement.

A major non-compliance incident is defined by Gildan as one that violates environmental law, causes a major environmental impact, or has a high risk of causing a major environmental impact. Of the nine major non-compliance instances identified during 2021, seven were related to chemical management, one to legal compliance, and one due to not having a person identified as being responsible for managing day-to-day environmental procedures. At the time of publishing of this report, eight major non-compliance instances were remediated.

Other non-compliances relate to internal guidelines and operational control procedures, primarily in chemical management, and ensuring proper chemical classification and storage. Each of the 24 opportunities for improvement related to having correct chemical safety documentation (e.g., training, labelling, inspection records, etc.) in place.

Our policy requires that when we find any instances of non-compliance or improvement opportunities, we work closely with the facility to identify the main reasons for the issue and establish a plan to bring the facility into compliance in a timely fashion. We then continue to visit the site regularly to ensure corrective action plans are properly implemented.

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304-1
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GRI
SASB

CLIMATE CHANGE AND ENERGY USE

During 2021, in conjunction with the development of our Next Generation ESG strategy, Gildan took an important step towards a lower-carbon future by committing to science-based emissions reduction targets. We plan to attain these targets by continuing to increase energy efficiency across our operations and further reducing our reliance on fossil fuels. At the same time, we plan to address water-related risks linked to climate change by further investing in water efficiency, and water reuse and/or recycling systems.

Moreover, we continue to minimize our GHG footprint through energy efficiency and renewable energy initiatives. In Honduras, for example, we implemented an EMIS to monitor energy, water, and wastewater performance. In 2022, we started implementing this system in Bangladesh and the Dominican Republic, and have begun realizing benefits related to more timely and accurate decision-making with respect to the management of energy and water consumption.

The Company also continues to implement other energy efficiency, renewable energy, and water management initiatives. More details on these initiatives can be found below, under the “2021 Performance” and “Looking Ahead” sections.

Goal: In alignment with SBTi, reduce scope 1 and 2 GHG emissions by 30% by 2030 (compared to a 2018 baseline)

With our commitment to align our emissions reduction goals with the SBTi, Gildan has joined the more than 2,000 companies and financial institutions working to reach the level of decarbonization required to meet the goals of the Paris Agreement.

To attain our year-over-year targets and reduce our scope 1 and scope 2 GHG emissions by 30% by 2030, we plan to implement additional efficiency projects and increase our use of renewable energy, primarily solar. In addition, we aim to increase the amount of low-carbon energy that is available and will look to take advantage of technical innovations such as virtual power purchase agreements (VPPAs), among other opportunities.

Additionally, in 2021, we took significant climate action steps regarding our scope 3 emissions, thus beginning the journey towards decarbonizing our supply chain by establishing an agreement with a third-party consultant to develop our supply chain engagement program. This program is divided into two phases, as follows:

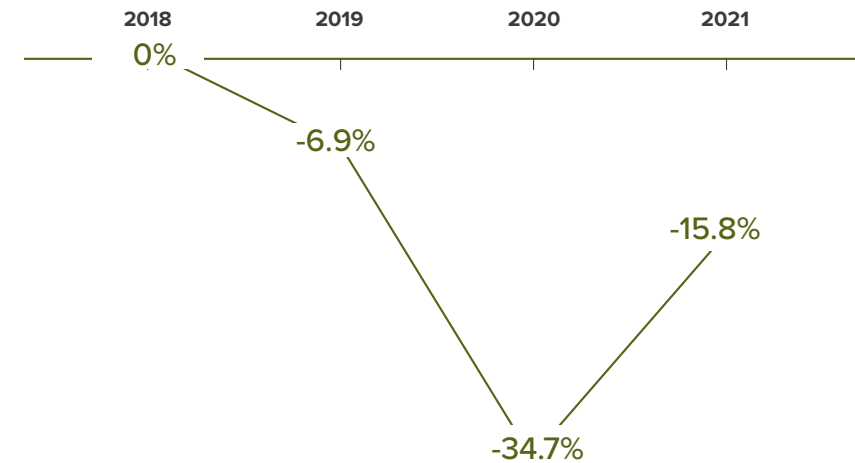
1. An assessment phase to establish a foundation to ensure alignment with the proper methodologies and engage with our suppliers to estimate their scope 3 emissions
2. An engagement phase that consists of a program that encourages our material suppliers to drive climate-action initiatives and changes across their businesses, to reduce their carbon footprint

We measure our scope 1 and scope 2 GHG emissions in accordance with the GHG Protocol, and over 70% of our scope 1 and 2 footprint comes from the use of electric power. Since 2018, we have started to track some of our scope 3 emissions, including employee commuting, business travel, landfill waste management, transportation, and distribution. Our scope 3 analysis progresses in 2022, and we plan to increase our disclosure over the coming years.

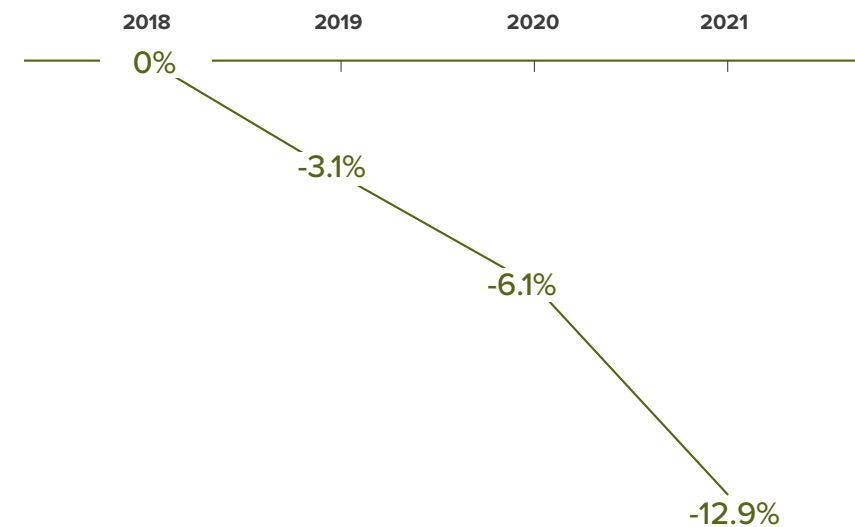
As we work towards our goals, there will invariably be setbacks. Challenges such as extreme weather – which is becoming more intense and frequent due to rising global temperatures – can create temporary obstacles to overcome. For example, our Honduras operations suffered damage after two back-to-back hurricanes hit Central America in late 2020, which directly impacted our energy use and GHG emissions. The damage caused by these storms temporarily reduced our renewable energy capacity and increased our use of fossil fuels at our Honduran facilities. Moreover, this damage led to delays in planned energy efficiency projects as we dealt with recovery and repairs throughout 2021.

Despite these setbacks, we continue to make steady progress overall.

✓ ABSOLUTE GHG EMISSIONS AND CHANGE IN GHG EMISSIONS (COMPARED TO 2018 BASELINE)



✓ CHANGE IN ENERGY INTENSITY (COMPARED TO 2018 BASELINE)



103-3
103-2
103-1
102-15
GRI

2021 PERFORMANCE

- Compared to 2018, our absolute scope 1 and 2 GHG emissions decreased by 15.8%, to 372,640 tonnes of CO₂e. This was due to the implementation of energy efficiency projects – for example, the replacement of auxiliary equipment with more efficient and advanced technology across Company facilities. In 2021, the decrease in production also reflected a decrease in emissions as we were still dealing with operational disruptions related to COVID-19, and the impacts of the hurricanes in late 2020
- Compared to 2018, the Company's bunker oil consumption fell by 34.8% (with a slight 2% decrease relative to 2020). This was due to improvements in our biomass system, the closure of our textile and sewing operations in Mexico (which used bunker oil), the replacement of bunker oil with biomass at our Rio Nance 6 textile facility, and the replacement of bunker oil with natural gas at our Dominican Republic facilities
- Renewable energy as a percentage of our overall energy use rose by 6%, compared to 2020
- In the Dominican Republic and Honduras, our combined use of renewable biomass energy increased by 65% compared to 2020. This was due to systems being repaired after the damage caused by the hurricanes in 2020
- At some of our Rio Nance facilities, we continued to replace air conditioning units, cooling towers, cooling water pumps, and air washers that were decommissioned due to hurricane damage in 2020
- At our Rio Nance complex, a dye-colouring dispensing system was replaced in the first half of the year, having been damaged by the 2020 hurricanes
- We completed the replacement of air compressors in one textile facility at our Rio Nance complex, upgrading from piston technology to new variable speed technology. The new system is air-cooled, whereas the old system was water-cooled
- Gildan's energy intensity (energy used per kilogram of production) from Company-owned operations continued its long-term downward trend, resulting in an overall decline of 12.9% compared to 2018. Absolute energy use also fell by 15.9% over the same period

- Compared to 2020 our energy intensity decreased by 7%, although our absolute energy consumption rose by 39%. This increase in energy consumption was primarily due to higher production levels in 2021 compared to the previous year, when there were operational disruptions related to the COVID-19 pandemic and the back-to-back hurricanes that struck Honduras
- In our Dominican Republic facility, we increased the efficiency of our biomass boilers by 5% compared to 2020, thus reducing our natural gas consumption
- In Bangladesh, we increased our boiler efficiency to 95% – an increase of 5% compared to 2020 – by adjusting the control systems and calibration. At our textile facility in Bangladesh, it was necessary to decommission the heat recovery system due to mechanical issues

LOOKING AHEAD

In 2022, we plan to:

- Install a new air conditioning economizer control system at one hosiery facility in Honduras
- Complete the replacement of our air conditioning system, cooling towers, cooling water pumps, and air washers at our Rio Nance facilities
- Complete the replacement of our heat recovery equipment in Honduras
- Replace lighting at our textile and sewing facilities in Honduras with energy-efficient LED and motion-activated lighting; we estimate that this replacement will be completed by the end of 2022 at our Rio Nance facilities, and in 2023 at the sewing facilities
- Install a new and more advanced exhaust gas boiler (EGB), which is a heat-recovery system, at our textile facility in Bangladesh
- Improve our biomass efficiency by 2023, through adjustments in controls and calibration



MANAGING OUR WATER RESOURCES

Goal: Reduce water intensity by 20% by 2030 (compared to a 2018 baseline)

To reduce our water intensity by 20% by 2030 (compared to a 2018 baseline), we continue to seek innovative ways to minimize our water consumption and ensure that water is properly treated and returned to the environment. To that end, we are investing in water optimization projects across our operations, and in water recycling projects in Honduras, the Dominican Republic, and Bangladesh (where our textile factories are located). We also continue to use treated water to irrigate green areas around our operations in Honduras.

Additionally, on an annual basis, we use the Aqueduct Water Risk Atlas – a tool for assessing water-related risks that was created by the World Resources Institute (WRI), an international environmental non-government organization (NGO) – to identify whether there are any water-related issues in the areas where Gildan operates. We identified North Carolina as a medium-to-high risk region, and while our owned yarn operations are not dependent on water, we recognize the impact that these operations located in this region could have on the raw materials we source for our products.

Most of Gildan’s water consumption occurs during textile production. In 2021, our textile facilities represented 87% of our total water usage, with the majority taking place during the dyeing process. We do not use water from any water bodies recognized as particularly sensitive or listed under the Ramsar Convention, an intergovernmental treaty that provides a framework for national action and international cooperation for wetland conservation. We continue to source the vast majority of our water from wells – 96% in 2021 – with the remainder supplied by municipalities.

While 2021 represented a year of recovery after the hurricanes of 2020, the pandemic, and labour shortages leading to yarn shortages in the United States, we did see water efficiency improvements, primarily on account of operational improvements at our textile facilities. These included the use of a new chemical agent for soaping, rinse-process standardization, the reuse of bleaching water, and other initiatives aimed at optimizing water and energy usage.

In the future, we expect to continue reducing our water intensity by further improving our water management processes throughout our manufacturing operations.

2021 PERFORMANCE

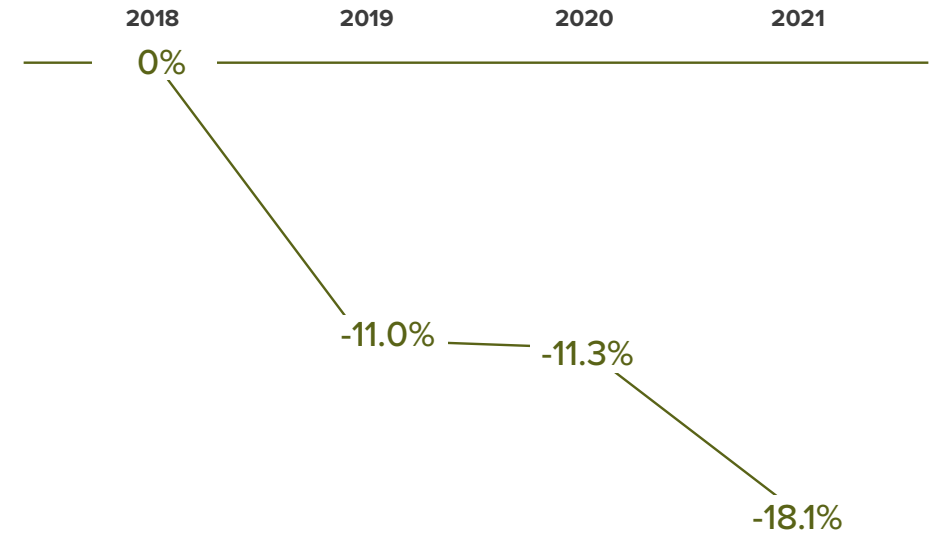
- Gildan’s water intensity continued its long-term downward trend, with water withdrawal per kilogram produced from our Company-owned operations falling by approximately 18% compared to 2018
- Nearly 175,968 m³ of treated wastewater from our Biotop biological lagoon system was reused, instead of using well water, for irrigating green areas at our largest textile complex in Honduras
- Gildan completed an assessment to determine infrastructure improvements required to satisfy peak water demand and recover water production in old wells at the Rio Nance complex
- Gildan completed a groundwater assessment for its Kohinoor manufacturing complex in Bangladesh. This assessment found no issues related to water quantity or quality, thus meeting legal requirements

LOOKING AHEAD

In 2022, we plan to:

- Start making infrastructure improvements (based on the 2021 assessment at our Rio Nance complex) that will help satisfy peak water demand and recover water production in old wells at this complex
- Start implementing the EMIS at our textile facilities in Bangladesh and the Dominican Republic; this will allow us to make more timely and accurate energy and water management decisions

✓ CHANGE IN WATER INTENSITY (COMPARED TO 2018 BASELINE)
(WATER WITHDRAWAL PER KILOGRAM PRODUCED)



PATH TO A CIRCULAR ECONOMY

CIRCULARITY AND SOURCING SUSTAINABLE RAW MATERIALS

Gildan is working towards a circular future that minimizes waste, replaces unsustainable raw materials with more sustainable alternatives, and maximizes reusing and recycling. As an initial step, we set new circularity and materials targets in 2021. By 2027, we aim to achieve zero manufacturing waste, and to use 75% recycled or sustainable packaging and trim materials by 2027¹.

On the product side, we're working toward our goal of sourcing 30% recycled polyester or alternative fibres and yarns by 2027. In 2021, we incorporated recycled polyester into our GOLDTOE® hosiery brand, averaging approximately 6.65% of recycled polyester per product². This is just the beginning, as through our new strategy we are focused on finding new ways to incorporate recycled and/or degradable polyester into our products, and to work with our customers to help them reach their own circularity goals.

In addition to our GE&E Policy and our EMS, our Waste Management Policy guides our overall waste management practices, and the majority of our textile and hosiery facilities follow the Zero Discharge Hazardous Chemicals (ZDHC) guidelines aligning with stakeholder requirements.

At the end of 2021, 86% of our textile and hosiery facilities were reporting to the ZDHC wastewater program; we aim to have 100% reporting by the end of 2022.

Our policies and targets help inform our decisions as we consider each product's full lifecycle, and they help guide us as we constantly push to do more. Today, we're sourcing recycled polyester; tomorrow, we may be replacing fossil fuel-based polyester with a more sustainable material.

Creating a circular future is not an easy task, and there will be challenges related to supply, scale, and cost. Nevertheless, we will continue to press forward, step by step, and build on what we've already accomplished.

BEGINNING WITH DESIGN

Producing more sustainable clothing begins with product design. Members of our development and design teams have created a framework to capitalize on digital opportunities that look to reduce waste in the front-end design and decision-making process. By using digital avatars and 3D modelling, we are reducing the need to produce physical samples, thus reducing the volume of textile waste we generate.

One of our existing initiatives involves the use of 3D computer modelling to share product designs with our customers. This allows clients to see the design and make changes based on the computer model, rather than on a physical prototype or a sample of the actual garment, which would need to be manufactured and shipped to them. In this way, we are using 3D modelling to decrease resource consumption – including raw materials, energy, and water – and support our customers' own ESG goals.

Goal: Source 100% sustainable cotton by 2025

Cotton represents approximately 80% of our total fibre input, and while this crop produces a completely biodegradable material, we recognize that ensuring long-term resiliency depends on environmental factors such as sufficient rainfall and healthy soils. To protect this resource, we are increasing the amount of sustainable cotton we source and ensuring we have third-party verification in place – for example, those of the USCTP and the Better Cotton Initiative (BCI). In 2021, 7.4% of our cotton supply came from suppliers certified by BCI, up from 3% in 2020.

We are one of the largest domestic users of U.S. cotton and we are a [Cotton LEADSSM](#) partner. This initiative focuses on communicating on topics such as sustainable advancements, sustainability commitments, and responsible production efforts to more than 650 retailer, brand, and manufacture partners in more than 30 countries. For more information about the Cotton LEADSSM program, please refer to the [Cotton Works](#) website.

In 2021, 77% of Gildan's total net sales pertained to products that are certified under the STANDARD 100 by OEKO-TEX®, an internationally recognized product safety standard. Furthermore, we evaluate all of our raw materials as part of our RSCP process, and we require our suppliers to submit data on their materials to ensure no chemical or material harmful to humans can be found in our products.

REPREVE® CHAMPION OF SUSTAINABILITY

Goal: Source 30% recycled polyester or alternative fibres/yarns by 2027

In 2021, for the third consecutive year, Gildan received the REPREEVE® Champions of Sustainability award, presented by Unifi Inc., one of the world's pioneering innovators in recycled and synthetic yarns. This award recognizes brand, textile, and retail partners that have demonstrated a true commitment to supporting a more sustainable world.

To date, a total of 52 million plastic bottles have been used in our socks and apparel products, through our use of REPREEVE® recycled polyester!

This equates to

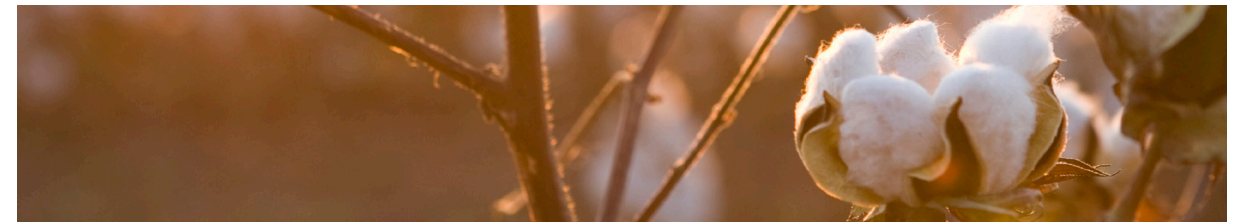
1,300
tons CO₂e of emissions avoided

492
homes powered for one year

4.5
million litres of water saved

“Our customers are asking for supply chain transparency and traceability. They don't just want to know that we are using USCTP cotton, or organic cotton, or recycled polyester, they want us to be able to trace it, and trace it all the way through the supply chain. So, one of the actions we are taking is looking at obtaining third-party certifications like the Textile Exchange's Recycled Claim Standard for the recycled polyester we use in our supply chain. Gildan is actively pursuing its own certification for its manufacturing processes.”

– Christopher Levesque, Director of Product Development



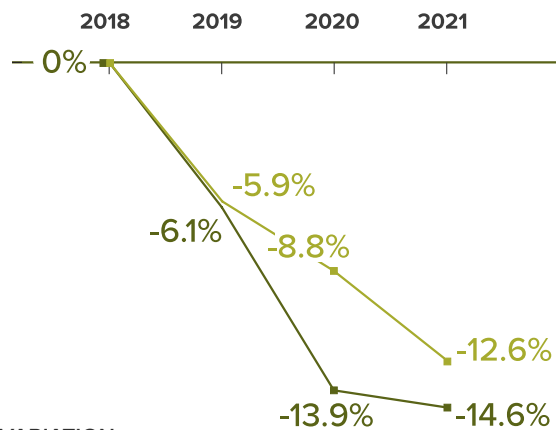
Regarding the use of certain chemicals, our vertical integration gives us an advantage. For example, we formulate most of the dyes used in our dyeing operations in-house; this allows us to better select raw materials and gives us a deep understanding of the chemicals we use. Through this practice, we've incorporated innovative features into our products - such as quick-drying and anti-odor properties - while at the same time reducing our chemical footprint. Producing chemicals in-house also lowers transportation emissions and reduces costs.

¹This goal pertains to our total SKUs of packaging and trims (which include carton, polyester, paper, and cotton-poly trims, and are specific to apparel SKUs) that contain recycled materials and/or have a relevant sustainability certification.
²The percentage represents an average of all recycled polyester, as the content of recycled material is based on its colour.



Our Waste Management System (WMS) aligns with the principles of 4R-D: Reduce, Reuse, Recycle, Recover, and Disposal. This system includes policies and procedures for waste classification, acceptable measures for handling specific waste, site-specific information, and documentation and reporting processes. Our WMS covers the following types of waste: non-hazardous, hazardous, biomedical, and special. One example of how we reduce waste: we recycle 100% of textile clippings from our cutting and sewing operations. This waste is sold to recycling companies who reprocess the material for various uses.

✓ CHANGE IN OPERATIONAL WASTE INTENSITY (TOTAL AND LANDFILL) (COMPARED TO 2018 BASELINE) (PER KILOGRAM OF PRODUCTION)



■ TOTAL WASTE INTENSITY VARIATION

■ LANDFILL WASTE INTENSITY VARIATION

2021 PERFORMANCE

- Became an official member of the USCTP
- Established best practices to eliminate first product prototypes by using digital avatars
- Started a pilot project focused on improving the identification and classification of manufacturing waste; the results of this initiative will guide us in developing our next ambitious waste reduction targets
- Worked on multiple yarn and fabric innovations for key accounts, and developed capabilities in the following fabrics:
 - 50% recycled polyester/50% recycled cotton
 - 90% cotton/10% recycled dyed-black polyester fabric
 - 50% cotton/50% recycled polyester
 - Fleece made with recycled yarn materials
- Reduced clip waste by 68% from 2020 to 2021 by installing more advanced knitting equipment in our hosiery operations
- Completed a proof-of-concept trial for a sustainable cotton initiative for a key client, which will introduce closed-loop recycled cotton into our supply chain; we converted waste and scraps from our dyeing operation into shoddy fibre, with the goal of introducing 5% of recycled cotton fibre into our spinning process
- Started transitioning to recycled polyester sewing thread in the products we manufacture for another key client
- Began transitioning our main back neck labels to recycled polyester

LOOKING AHEAD

In 2022, we plan to:

- Implement, in partnership with the USCTP – which aims to increase the supply of sustainably grown cotton – a cotton traceability pilot, and increase the volume of third-party verified BCI cotton we source
- Improve our digital design practices
- Run a global trial of biodegradable polyester and/or low temperature dyeable polyester in hosiery and personal wear to improve energy consumption
- Explore performance additives for natural fibres to avoid the use of synthetic fibres in hosiery and underwear
- Expand, in the second half of the year, a successful trial that turns waste and scraps from our dyeing operation into shoddy fibre
- Continue to explore take-back initiatives and in-store recycling for future implementation



SHIPPING AND PACKAGING

Goal: Use 75% recycled or sustainable packaging and trims material by 2027

With a target of using 75% recycled or sustainable packaging by 2027, we are using our packaging strategy to address environmental challenges head-on. At the same time, we are working to reduce waste in our shipping operations.

Our broad objectives include a measurable group-wide and time-bound commitment to reduce the volume and/or weight of packaging. We are also looking at initiatives to increase reusable packaging and phase out single-use plastic packaging, programs by which to increase the use of recycled material in our packaging. We are also looking at initiatives to ensure that recyclable packaging has been certified and/or verified, and the allocation of research and development (R&D) resources to sustainable packaging and alternative solutions.

The majority of Gildan's packaging consists of the cartons used to ship products to our global network of distributors. More than 70% (15,950 tonnes) of the corrugate in these cartons is made from recycled paper, and we continually work with suppliers to reduce packaging volume and to return materials and containers for reuse and repurposing.

We're also reducing the amount of plastic stretch film used to wrap and protect our products from damage during delivery. We are accomplishing this by installing sensors in our wrapper machines, which detect the size of packaging and optimize the amount of wrap used. For example, since the sensors have been installed, we have reduced the volume of plastic used in our packaging by 63%. From 2020 to 2021, sensors have been installed at three of our textile facilities in Honduras, and we plan to install more at our other textile facilities moving forward.

Additionally, our yarn-spinning operations use pallets to transport yarns that are specially designed to be reused. The empty pallets are returned from the textile facilities to our yarn operations for reuse.

2021 PERFORMANCE

At the end of 2021, approximately 9% of our total SKUs of packaging and trims (which include carton, polyester, paper and cotton-poly trims, and are specific to apparel SKUs) contained recycled materials and/or had a relevant sustainability certification.

Additionally, we:

- Worked on an initiative to redesign our retail polybags, reducing the bags' thickness, and introducing 60% recycled material
- Converted 90% of our total fleece volume to a new box configuration for shipping, which allows for maximized cubing inside shipping containers; based on our 2022 volume forecast, this change will reduce the number of fleece containers shipped by 25%, and reduce the GHG emissions associated with transportation
- Completed the installation of sensors in our Honduran facilities, resulting in an 8% reduction in plastic consumption per kilogram produced in addition to the 55% reduction achieved in 2020
- Reduced annual natural resource consumption by 84% by replacing cardboard shipping tubes with reusable polyvinyl chloride (PVC) tubes
- Developed and introduced biodegradable materials (bamboo) to replace plastic components in retail packaging for hosiery
- Transitioned our heat-transfer labels from one of our private accounts to a sustainable alternative (i.e., pad print)
- Changed our pad print inks to an eco-series alternative

LOOKING AHEAD

In 2022, we plan to:

- Test the biodegradable bamboo used in our retail packaging for hosiery for shipping and handling durability
- Begin transitioning the balance of our carton packaging materials and buttons to a recycled or sustainable material
- Implement more sustainable labels in our apparel products

BIODIVERSITY AND AFFORESTATION

Protecting biodiversity and promoting afforestation in the areas where Gildan works is an important environmental priority.

As part of its EMS, Gildan conducts a complete analysis of potential risks to the wildlife and ecosystems in the locations where it operates. This analysis helps to prevent and address any adverse impact that its operations might create in these locations and in the surrounding communities.

OUR APPROACH

Our approach to biodiversity protection and afforestation is governed by our Management of Biodiversity and Land Use Guidelines, our [GE&E Policy](#), and our EMS. We aim to increase our positive impact (no net loss) on wildlife through the conservation of our Biotop natural lagoon systems, which represent safe areas for the residence, resting, feeding, and reproduction of various species of fauna. We do not operate in protected or restored habitats or lands adjacent to protected natural areas. Additionally, in 2021, there were no protected species listed on the International Union for Conservation of Nature's (IUCN's) Red List of Threatened Species™ during the 2021 Biotop assessment.

Additionally, Gildan follows all local, national, and international biodiversity laws and regulations in each region where it operates. Any rurally located Gildan facility with a natural area of more than 10 hectares is required to conduct a biodiversity assessment every two years, and at least once per year, Gildan contributes to local, community-led reforestation projects.



COMMITTED TO BIODIVERSITY At Gildan, we are committed to protecting biodiversity at all our operations and supplier sites, and to avoiding operational activities near sites containing global or national biodiversity areas of importance. As part of our EMS, we have measures in place to ensure we can avoid, wherever possible, and/or minimize such activity by ensuring adequate controls and handling procedures are implemented to reduce any potential ecological impacts on biodiversity, protected or restored habitats, lands adjacent to protected natural areas, and protected species listed on the IUCN Red List of Threatened Species™, as well as to ensure efficient land use at Gildan installations worldwide.

In countries with specific legal requirements related to biodiversity or land use, we apply either these requirements or our biodiversity procedures, whichever is more stringent.

Some of the measures we have implemented as part of site development and maintenance at our operating sites consider the development of natural areas and/or green spaces and include the following measures:

- Consider reclaiming and/or remediating any ineffective, impractical, or unusable areas into green space

- When the need to cut a tree arises, a facility must ensure that it has the environmental permit to do so; in addition, each instance must be recorded along with the total number of trees planted to replace the trees cut

Additionally, for facilities that have an area of more than 10 hectares and are located in a rural environment, we:

- Conduct, at least every two years, biotic surveys to understand whether there are any local threatened and endangered species, migratory species, or native species
- Conduct assessments to determine whether there are potential impacts to the local environment, to ensure Gildan's activities do not impact local biodiversity, protected or restored habitats, lands adjacent to a protected area, or threatened species, including those on the IUCN Red List of Threatened Species™

REFORESTATION We believe reforestation can positively contribute to biodiversity; as such, we are committed to compensating with future reforestation (no net deforestation) by:

- Ensuring that when we need to cut a tree and there are no compensatory measures in place, then we will plant 10 trees of the same species, with priority given to native species
- Contributing to reforestation projects on proprietary lands and/or in neighbouring communities at least once per year

2021 PERFORMANCE

- Planted 3,750 plants through three afforestation campaigns in the Dominican Republic and Honduras: 2,000 in the San Pedro de Macoris/Las Américas sewing facilities in the Dominican Republic, 1,000 in the Biotop area of our textile facility in the Dominican Republic, and 750 in our Rio Nance facility in Honduras
- Continued our annual biodiversity assessments of the Dominican Republic and Rio Nance Honduras Biotop areas

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DOMINICAN REPUBLIC

Our 2021 assessment of the Dominican Republic Biotop area recorded 21 flora species, 40 bird species, five reptile species, and two fish species living in and around our operations. Of the registered bird species, five percent were migratory. Some examples of flora and fauna species observed include the *Spathodea campanulata* (tulip tree), the *Fulica caribbaea* (Caribbean coot bird), the *Uromacer catesbyi* (Catesby's pointed snake), and the *Clarias batrachus* (catfish).

The lagoon system for wastewater treatment remains an important habitat for waterfowl, which have sustained both their individual numbers and species diversity. For example, by protecting vegetation that is used by various heron species for mating and nesting, the Company contributes to the reproduction and proliferation of these populations.

HONDURAS

Our 2021 assessment of the Rio Nance Biotop area recorded 35 bird species, five reptile species (including one species not previously observed), one invertebrate species, and one mammal species living in and around our operations. Of the registered bird species, 76% were migratory.

Among the bird populations, we observed young birds born in the Biotop and in surrounding areas. Migratory bird species represent 29% of the total number of species documented in this study. This illustrates the Biotop's importance as an ecosystem where many animal species find adequate conditions to shelter, reproduce, feed, and rest.

All species identified in the 2021 flora and fauna study in Honduras and the Dominican Republic are recorded as "least concern" on the IUCN Red List of Threatened Species". None are considered to be threatened or require a specific conservation plan.

In order to protect flora and fauna species and safeguard the areas surrounding Gildan's production facilities, we will continue to:

- Maintain optimal operation of our Biotop wastewater treatment lagoons, in accordance to our internal wastewater treatment manual
- Maintain healthy and diverse vegetation – including gallery forests – across our operational sites, to support a variety of flora and fauna
- Manage effluent on-site to ensure proper drainage across the site, and thereby help maintain healthy soils

LOOKING AHEAD

In 2022, we plan to:

- Enhance the cleaning of rainwater drainage channels to avoid dragging sediments and solid waste, and to provide habitats for the different flora and fauna species
- Continue to conduct annual biodiversity assessments in both the Dominican Republic and Honduras

SOW TO HARVEST IN NICARAGUA

Gildan's Sow to Harvest program is ramping back up in 2022. This initiative was created in 2016 to increase the value of local farms, improve soil and water quality, and expand forested areas, which provide habitat for wildlife. Since its inception, farmers and Gildan volunteers have planted more than 22,300 forest plants, 77% of which came from the Company's own nursery, on seven farms in Rivas and Carazo in Nicaragua. Unfortunately, the pandemic forced us to pause the program in 2020 and 2021.

As the Sow to Harvest program kicks back into gear, we have been pleased to discover some positive, long-term outcomes. Some of the trees planted in 2016 are well-developed, reaching heights of up to 10 metres; farmers involved in the program have harvested mangoes, lemons, guava, and sour oranges for their consumption, which are then sold at local markets. Two of the six producers have increased their reforestation efforts, helping to ensure this program is sustainable in the long run. In 2022, we plan to continue our participation in the Sow to Harvest tree planting program.



BIOTOP SYSTEM

Gildan's Biotop is a biological system where wetlands are used strategically to manage and treat domestic and industrial wastewater. The existing forest areas have been carefully identified and protected so that the system does not affect any of the young forest that extends around the Biotop's periphery. Effluent water is first pretreated to improve its quality, then it is released into a series of lagoons, where the natural functions of the wetland vegetation, soils, and microbes further treat the water before it is discharged. Additionally, our Biotop system provides food for a variety of birds that visit the area, and acts as a refuge for wildlife. In 2016, the [European Commission issued a report](#) stating that constructed wetlands could support and boost biodiversity. This finding, combined with the results of Gildan's own biodiversity surveys, indicates that our Biotop system offers a nature-based solution to treat wastewater in a low-cost manner while safeguarding flora and fauna in the areas surrounding our operations.



TOWARDS TCFD ALIGNMENT

In our [2020 ESG Report](#), Gildan published its first set of disclosures focused on climate-related risks and opportunities affecting our business, thus beginning our journey towards full alignment with the TCFD recommendations. These disclosures were based on the widely recognized International Energy Agency’s (IEA’s) [World Energy Outlook Report](#) scenarios. Last year, Gildan explored three possible climate change and energy transition outcomes, and developed assumptions about the Company’s future under each scenario.

In doing this work, we have learned that the foundation of ESG policies and practices we have built over the last 20 years puts us in a strong position with regards to mitigating climate risk and pursuing climate opportunities. In 2022, we will further enhance our TCFD efforts with additional analysis, more detailed disclosures, and a continued commitment to use the TCFD framework as it was intended: to guide our business decisions and ensure our long-term resiliency.

As we prepare to publish our second TCFD disclosure – which will be presented in a separate climate change disclosure report in late 2022 – Poonam Madan, Director, Global Sustainability, provides an update on the Company’s journey.

Q. It’s been roughly a year since the first set of TCFD-aligned disclosures were published. What has the Company learned since then?

One key thing is that we are leveraging is the experience we’ve gained over the last few decades as we apply the TCFD framework to help us understand the relationship between climate and financial impacts, as well as their risks and opportunities. The scenario analysis we’ve done has also helped us understand how resilient our Company is, and allowed us to take a step back and understand how we have adapted over time.

One other important point to highlight is that scenarios, like those from the IEA or International Panel on Climate Change

(IPCC), are not forecasts or predictions. Scenario analysis is used to help inform Gildan of plausible realities that could happen if things were to play out a certain way. We use the results of the analysis to understand whether there are risks or opportunities we have not yet considered by stretching our thinking, and broadening our perspective.

Q. How has the Company seen climate risks and financial opportunities intersect?

One recent example is hurricanes Eta and Iota that impacted our facilities in Honduras in late 2020. These types of natural disasters tested our procedures and enhance them to effectively respond to severe weather conditions and ensure business continuity. For example, to ensure we minimize supply chain disruptions, we have suppliers in different locations to increase our sourcing options. This precludes the risk of increased supply chain disruptions by reducing the dependencies that come with having suppliers from a single geographic location and are all impacted by severe weather events.

Another example is of our biomass facilities in Central America, which currently provide 39% of our energy. It’s been almost 15 years since we developed the first of these systems. We hadn’t thought of it as climate resiliency at the time: we’d thought about it from an energy availability perspective. Producing our own biomass created a readily available source of energy that was also less expensive than bringing in new pipelines to supply natural gas, and it also reduced overall operational costs, leading to long-term business resiliency. Of course, it’s also a lower-carbon energy solution with less overall environmental impact, so from our perspective it was a win-win solution.

Q. Has the process of aligning with the TCFD framework changed your thinking at all?

I think that we’re learning and evolving in what is currently a very disruptive business environment, where we’re navigating through constant change. By using the TCFD framework, we

are expanding our thinking on risks and opportunities, and challenging what we have in place to ensure we are ready for a wide range of situations. It’s allowing us to take all of this great experience that we’ve gleaned over the many years that we’ve been in operation and look at it things with a new perspective. The scenarios themselves help us think about different things happening and how they could affect our business, from a strategic perspective as well as a financial one. For example, it allows us to ask valuable questions like: How could carbon pricing impact us? What happens if there is an increased demand for recycled clothing? The range of scenarios helps us understand how agile we are as a Company and also to ask ourselves: What are we missing? What are we not seeing? What opportunities could we capitalize on? Are we using our core strengths as a business?

Q. What do you most want stakeholders to keep in mind about this process?

I think it’s important to understand that TCFD is not just about putting a disclosure out there to simply check off a box. TCFD is a process that we’re embedding across our organization. We think of TCFD as a framework that helps companies make better business decisions, and we are looking at the TCFD framework as a tool to help us understand how physical and transitional risks and opportunities could potentially affect our business decisions. I think that’s really positive, because we’re using it as a tool to ensure that our business is going to be resilient, and deliver solid results in the long term.

Q. What can stakeholders expect from the second set of disclosures coming out later this year?

Last year gave us a good foundation to start with. It was about setting a baseline and in 2022, we’re making a very deliberate effort to expand upon the scenario analysis that we did last year. We will use four IEA scenarios to look at transitional risks and opportunities, including the “Net Zero by 2050 Scenario” (NZE), which represents an accelerated transition due to stricter policies and accelerated technology developments, and the “Sustainable Development Scenario”

(SDS), which represents a “well below 2°C” pathway and is aligned with the goals of the Paris Agreement. We are also considering the “Stated Policies Scenario” (STEPS), which takes a more conservative approach to the future and the “Failed Transition Scenario” (FT), which means there is no climate action. We are also using the IPCC Representative Concentration Pathway (RCP) (RCP 2.6, 4.5, and 6.0) to help us examine physical risks and opportunities this year.

We are bringing together a multidisciplinary group to conduct our analysis, using a lot more of the data from our scenarios, and expanding into more in-depth analysis on our physical risks and opportunities. Therefore, stakeholders can expect a big enhancement this year, with the report digging deeper into strategy, risk management, and targets.

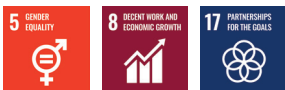
Q. Any final thoughts on the overall impact of the TCFD on the Company or the industry?

I don’t think anyone knows for certain how TCFD is going to evolve over time, or what regulations will come into place in the future. It’s evolving and as more companies disclose, this will lead to more standardized reporting. Many ESG specialists currently work closely with operations and manufacturing counterparts, but we see this process evolving. At Gildan, we are working closely with other corporate governance functions, like finance, strategy, risk, and legal teams as a few examples. This allows us to understand climate change impacts more holistically through an eye to the future. By working more closely together, we are developing more robust and resilient strategies. Beyond that, companies will need to consult and communicate even more with their stakeholders – whether it be their peers, their investor groups, customers, or NGOs – to make sure we’re all able to provide useful information that people can understand.

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SOCIAL



When it comes to our employees, treating them with respect and dignity is one of our highest priorities. From our beginning, we've understood the immense responsibility that comes with taking care of our people. With our Next Generation ESG strategy, we have integrated our Human Capital Management targets into our long-term business strategy to take our respect for our people to even greater heights. We're committed to continuing to transform policy into concrete action, while making sure fairness, inclusion, and opportunity are further incorporated into Gildan's labour practices.

SECTIONS

HUMAN RIGHTS AND ETHICAL LABOUR PRACTICES

LIVING WAGE

CHILD AND FORCED LABOUR

RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

EMPLOYEE WELLBEING

LEARNING AND DEVELOPMENT

DIVERSITY, EQUITY, AND INCLUSION

GLOBAL HEALTH AND SAFETY

COMMUNITY ENGAGEMENT

OUR APPROACH

Our Company culture centres around our people. Their diverse global perspectives, coupled with our technical expertise, enable us to tackle the most complex apparel manufacturing challenges. We believe that supporting our employees and communities is paramount to our success. As such, we have made continuous efforts to invest in employee benefits, training, and health and safety, as well as initiatives to help improve the lives of the people in the communities where we operate.

POLICIES AND ACCOUNTABILITIES

Our approach is guided by several policies, guidelines, and statements, including the following:

- [Code of Conduct](#)
- [Code of Ethics](#)
- [Social & Sustainable Compliance Guidebook](#)
- [Global Human Rights Policy](#)
- [Global Health and Safety Policy](#)
- [Our Approach to Wages](#)
- [Global Community Engagement Policy](#)
- [Modern Slavery Act Transparency Statement](#)
- [Global Diversity, Equity, and Inclusion Policy](#)
- [Global Anti-Harassment, Anti-Discrimination, and Anti-Violence Policy](#)
- [Global Responsible Production and Sourcing Policy](#)
- [Global Whistleblowing Policy for Employees and External Stakeholders](#)
- [Stakeholder Engagement Policy](#)
- [Global Anti-Corruption Policy and Compliance Program](#)
- Global Talent Acquisition Policy

The following table describes roles and accountabilities with respect to how we manage our social issues across the organization:

POSITION	ACCOUNTABILITY
President and Chief Executive Officer	Overall accountability for issues related to social topics (including human rights, ethical labour practices, people, and culture) and ensuring a positive impact in the communities where we have operations
President, Manufacturing and Executive Vice President, Chief Human Resources Officer and Legal Affairs	Accountability for ensuring that policies and programs are in place for effective risk management, and oversight of social topics
Vice President, Corporate Citizenship	Oversight of the implementation of our Global Social Compliance Program
Vice President, Supply Chain	Accountability for ensuring that suppliers meet human rights standards
Vice President, Human Resources within Manufacturing	Oversight of the implementation of our Global Health and Safety Management system



HUMAN RIGHTS AND ETHICAL LABOUR PRACTICES

As a responsible corporate citizen, protecting and enforcing the fair and ethical treatment of the people who manufacture Gildan's products has long been a key priority. As such, Gildan is devoted to applying strong human rights principles across its own operations and its supply chain. In 2021, it made human rights a key focus of its Next Generation ESG strategy and targets, with a commitment to improving employee safety and reducing workplace risks by attaining the ISO 45001 certification at all its Company-owned and operated facilities by 2028. It also recognizes its responsibility to contribute to a higher standard of living for its employees by offering wages that help meet their overall needs better.

OUR APPROACH

We embed human rights in all our policies, governance, and management systems, including day-to-day functions, and we expect our contractors (and their suppliers) to do the same. Our commitments to promoting ethical labour practices and safe working conditions are embodied in our codes and global policies: [Code of Conduct](#), [Code of Ethics](#), [Human Rights Policy](#), [Responsible Production and Sourcing Policy](#), [Health and Safety Policy](#), Our Approach to Wages, and the guidelines set forth in our [Social & Sustainable Compliance Guidebook](#). Our codes, policies, and statements are reviewed periodically to ensure they are up to date and adhere to local laws and international standards.

Our Code of Conduct aligns with internationally recognized standards, such as International Labour Organization (ILO)

conventions, and encompasses principles set forth by the Fair Labor Association (FLA) and the Worldwide Responsible Accredited Production (WRAP).

Moreover, Gildan is committed to upholding and respecting human rights as established in the UN International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights), as well as the UN Guiding Principles on Business and Human Rights.

We guide leaders at all levels of the organization in implementing best practices in health and safety, environmental welfare, and social responsibility, which reflects in their day-to-day actions. We conduct mandatory human rights training annually as part of our Code of Conduct training, and we encourage our employees to report any suspected violations through our confidential grievance mechanisms.

As a condition of doing business with us, all contractors must comply with our Code of Conduct, which requires the implementation of management systems to ensure they adhere to each human rights principle included in the Code. Our Social & Sustainable Compliance Guidebook helps our contractors meet our standards and improve their compliance with and/or application of all laws, conventions, standards, and codes that protect workers' rights.

“Protecting human rights is a material issue in the apparel manufacturing space, and one that we make an utmost priority. Here at Gildan, we are committed to going beyond what is required to provide our employees with fair wages, healthcare, benefits, and a safe workplace. We have always recognized that our people are our most valuable resource and are key to the success we have achieved as a Company. We respect and invest in our people because it is the right thing to do, and in turn, we know it makes our business stronger as well.”

— Claudia Sandoval, Vice President, Corporate Citizenship



HUMAN RIGHTS COMPLIANCE PROGRAM

Through our Social Compliance Program, we monitor human rights-related risks as defined in the Organisation for Economic Co-operation and Development's (OECD's) due diligence guidance for responsible supply chains in the garment and footwear sector. The program is designed to ensure that our Company-owned facilities, as well as our contractors, comply with our Code of Conduct, local and international laws, and best-practice industry codes to which we adhere, including those of SEDEX Members Ethical Trade Audit (SMETA), FLA, and WRAP.

As part of our [Responsible Production and Sourcing Policy](#) we ensure our suppliers are aware of our workplace standards and are required to sign a legally binding vendor agreement prior to starting work with us. The details of the agreement outline all terms and conditions required, which include full alignment with our policies, procedures, and guidance related to human rights such as our [Code of Conduct](#), [Code of Ethics](#), and [Social & Sustainable Compliance Guidebook](#). It is important to note that Gildan has zero tolerance for any issues related to employing child labour, unsafe working conditions that can cause serious danger or are life-threatening, unauthorized subcontracting, forced labour and human trafficking, and workplace violence and/or harassment. If any of these issues is identified, we reserve the right to terminate the contract.

Facilities that produce for Gildan are regularly inspected and audited through our Social Compliance Program. All non-compliance findings, including breaches of our human rights policies and codes, are recorded and tracked. More information on our Social Compliance monitoring program is contained in our Social & Sustainable Compliance Guidebook.



HUMAN RIGHTS RISK/RESPONSE CHART	
RISK	RISK RESPONSE
Freedom of association and collective bargaining	Gildan recognizes and respects the right to freedom of association and collective bargaining. We engage in a constructive and open dialogue process with union representatives as well as with all employees through its established grievance mechanisms, and monitor this engagement through our Social Compliance Program. Our third-party contractors, as part of their obligation to comply with Gildan's Code of Conduct, are also required to respect freedom of association and collective bargaining.
Health and safety	Gildan takes all necessary measures to provide employees with safe and healthy workplaces and seeks to ensure that its third-party contractors do the same. This includes the adoption of policies and procedures to prevent accidents and illnesses arising from or occurring while working at the Company or contractor facilities. Gildan performs periodic reviews of its health and safety protocols to ensure that we remain at the forefront of industry trends and best practices. In times of crisis, such as the COVID-19 pandemic, the Company may adopt additional policies and procedures as needed to best protect the health and safety of employees. Additionally, senior leaders across all business units track safety-related KPIs on a weekly basis, meet and report on safety incidents, and share lessons learned. Progress against health and safety KPIs is reviewed and reported to the Board on a quarterly basis to ensure that risks are managed and mitigation is in place.
Women's rights	As established in the Convention on the Elimination of Discrimination Against Women, Gildan recognizes the importance of protecting women's rights. We strive to break down gender-based barriers in the workplace by helping women develop leadership and other career skills.
Harassment and/or abuse	Gildan is committed to maintaining a work environment free from harassment and intimidation – a commitment embodied in its Global Anti-Harassment Policy and Code of Conduct. The Company does not tolerate harassment and/or abuse in its operations or in its supply chain. Gildan will take immediate action against any employee or third-party contractor who violates this policy.
Working hours	Gildan's Code of Conduct, based on various ILO conventions, places strict limits on the working hours of Gildan employees and those of our third-party contractors. No Gildan owned facility or contractor is required to work more than a total of 60 hours per week, or the regular and overtime hours permitted by the laws of the country where the employee works, whichever is less.

HUMAN RIGHTS DUE DILLIGENCE PROCESS

At Gildan, the main objectives driving human rights due diligence are preventing and acting upon potential and actual adverse human rights impacts on workers in our own and contractor facilities. Our due diligence process follows a risk-based approach that aligns with the OECD's due diligence guidance for responsible supply chains in the garment and footwear sector, and it covers our entire supply chain. The process includes the following steps:

1. **Identify** general industry risks, as well as those specific to our Company
2. **Assess** and evaluate each human rights risk to determine materiality
3. **Mitigate and remediate** human rights risks and impacts in our facilities and our supply chain by working collaboratively with our various stakeholders to implement programs and initiatives
4. **Monitor and communicate** by verifying and validating progress and efficiency through our Social Compliance Program
5. **Embrace continuous improvement** by learning from our past and current experiences to better assess and make changes to our human rights practices, which in turn will create a positive impact for our workers

2021 PERFORMANCE

In 2021, 108 social compliance audits were performed on Gildan owned facilities and those of third-party contractors; 63 (58%) were performed by Gildan and/or third-party auditors and 45 (42%) by the Company's customers or by social compliance certifiers such as WRAP, SMETA, or SLCP at Gildan owned facilities.

These audits identified a total of 378 findings in our Company-owned and contractor facilities, of which 51 were related to human rights – three in our own facilities, and 48 in our contractor facilities. None of these findings are classified as a major human rights violation (see the chart on the next page for more details). When violations are found, Gildan's social compliance team assesses the proposed mitigation plans for Gildan owned facilities and contractors and determines whether the plans are acceptable. In 2021, Gildan reviewed and accepted 100% of proposed mitigation plans.

SOCIAL COMPLIANCE AUDITS

THIRD-PARTY CONTRATORS	2021	2020	2019
Number of audits of potential third-party contractor facilities (% unable to demonstrate adequate levels of compliance with our policies, programs, and/or standards) *	10 (40)	10 (60)	15 (47)
Actively producing third-party contractor facilities audited at least once during the year (%)	58**	35	78
Total number of non-compliance incidents found during audits of actively producing third-party contractor facilities	253	254	491
Non-compliance incidents classified as major in severity (%)***	8	7	13

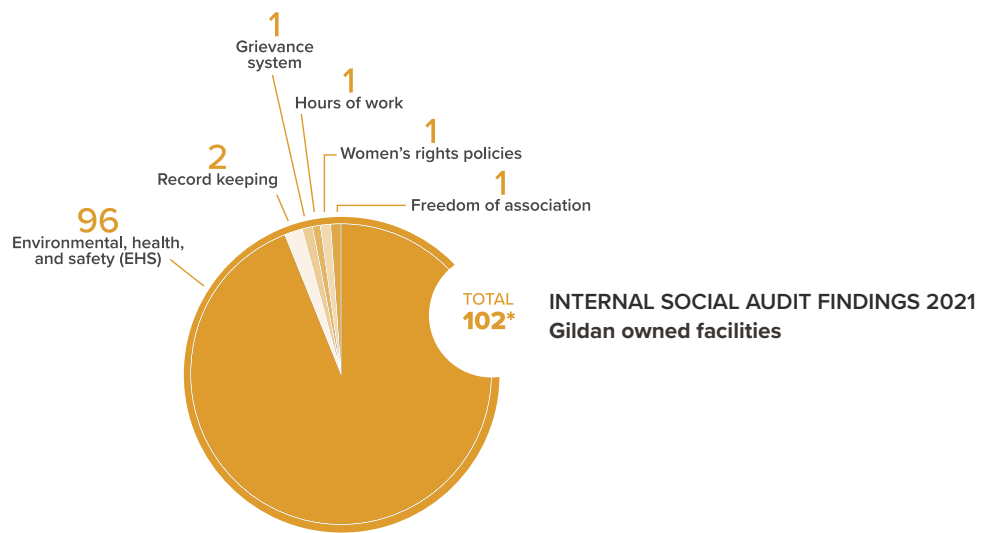
* Gildan did not award business to these facilities.

** The percentage of audits was still low in 2021 due to government restrictions related to COVID-19.

*** Incidents among our third-party contractors classified as major in severity were related to environmental health and safety (59%), compensations and benefits (14%), mandatory legal documentation (9%), hours of work (4.5%), record-keeping (4.5%), grievance systems (4.5%), and discipline (4.5%).

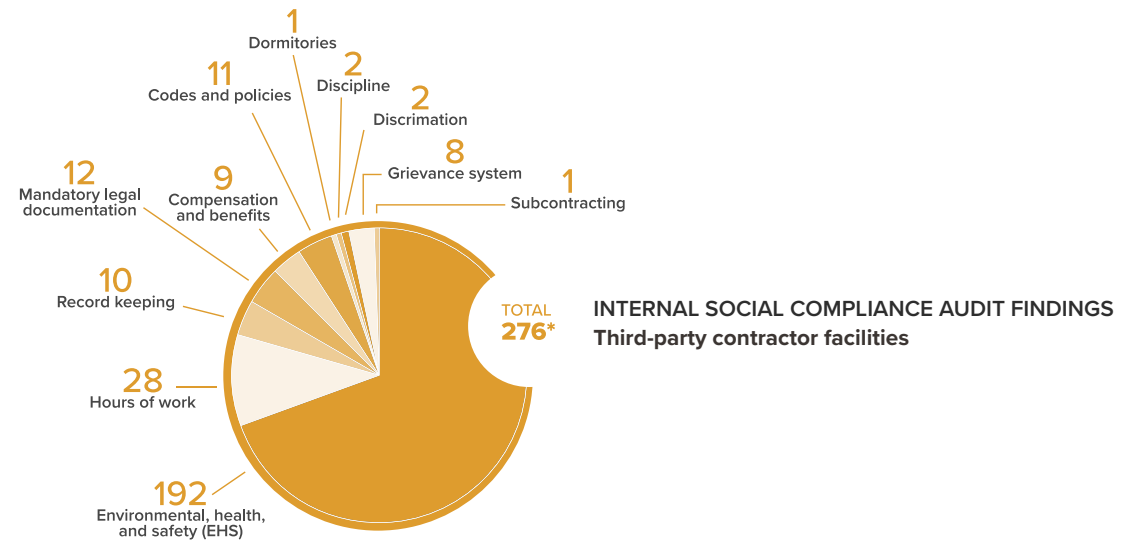
SOCIAL COMPLIANCE AUDITS	2021	2020	2019
Number of social compliance audits conducted at Company-owned and third-party contractor facilities in Asia, Central America, the Caribbean, and North America	108	71	151
Number of social compliance audits conducted by internal or third-party auditors on our behalf for Gildan owned and third-party facilities	63	48	100
Number of social compliance audits conducted at Gildan owned facilities by external auditors mandated by the FLA, Better Work, WRAP etc., as well as by customers	45	23	51
Completion of scheduled internal social compliance audits (%)	88	65	100
Number of third-party contractors terminated mainly due to sourcing decisions	18	15	13

AREAS OF NON-COMPLIANCE



*Of the 102 non-compliance findings, 52 were classified as minor and 49 as moderate. There was one instance in 2021 of non-compliance deemed to be major, and it related to a lack of fire drills and the absence of a valid fire licence (both of which have since been rectified by the contractor).

GILDAN OWNED FACILITIES			
Minor and moderate non-compliance incidents	2021	2020	2019
%	99	100	97



*Of the 276 non-compliance findings for third-party contractor facilities in 2021, 122 were minor, 131 were classified as moderate, 22 as major, and one as zero tolerance (subcontracting).

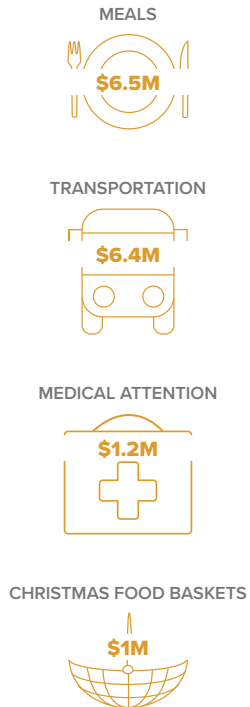
THIRD-PARTY CONTRACTOR FACILITIES			
Minor and moderate non-compliance incidents	2021	2020	2019
%	92	93	87

LIVING WAGE

Although apparel manufacturing facilities were still facing the challenges of the pandemic in 2021, at Gildan we remained committed to supporting local economies and fostering sustainable and inclusive growth. Gildan believes employees have the right to a living wage for a regular work week and that it cover basic needs and provide some level of discretionary income. The Company and contractor facilities must have, at a minimum, written policies and procedures that uphold and respect Gildan's Code of Conduct, human rights standards, and local labour laws with regards to compensation. Our Approach to Wages provides more details on our holistic approach with respect to a living wage.

From 2017 to 2021, we provided more than \$81 million towards in-kind benefits for employees located in countries where we have manufacturing operations. These benefits include meals, transportation, medical attention, and Christmas food baskets.

2021 IN-KIND BENEFITS FOR EMPLOYEES (\$)



\$15.1M

OUR APPROACH

Gildan provides its employees with legally established salaries, as well as cash benefits, in-kind benefits, and support to the community. In addition, the participation of workers in unions and local committees provides them the opportunity to ensure that collective bargaining agreements are adapted to local needs, resulting in benefits that improve their living conditions.

Some of our monitoring activities include the following: in our owned and operated facilities, we conduct periodic reviews of our internal Compensation and Benefits Policy to ensure that it aligns with national and international laws and stakeholder requirements. We also regularly review and analyze information gathered from workers' suggestion boxes and other grievance mechanisms. In our contractor facilities, we maintain an ongoing dialogue, and work collaboratively with contractors to prevent and mitigate violations related to compensation. We also continuously monitor sourcing and procurement policies with our sourcing teams and suppliers.

As an accredited member of the FLA, Gildan has been using the FLA's wage data collection tool to collect wage information. This tool calculates the average worker wage within a factory by recording information about specific components – base wages, incentive pay, in-kind benefits, and other elements of worker pay – across several different job descriptions on a factory floor. It separates overtime pay from regular wages to avoid skewing the overall compensation figures. The tool enables Gildan to see a factory's average wage mapped to a wage ladder and compare it against existing living wage benchmarks and local wages.

More information can be found in [Our Approach to Wages](#).

2021 PERFORMANCE

- Internal audits found zero instances of non-compliance related to compensation in our own facilities. In our contractor facilities, there were nine instances related to compensation and benefits. In most of these cases, the non-compliances were resolved, and the remainder are in the process of being remediated
- We provided a virtual refresher training session on our Code of Conduct to our employees and suppliers worldwide to reinforce our commitment to preventing compensation violations

- We provided a virtual refresher training session on our Responsible Sourcing Practices to our employees in Asia. The training involved sharing our Code of Conduct, Social & Sustainable Compliance Guidebook, and audit rating system, and providing information on zero-tolerance issues, wages, due diligence processes, and the impact that purchasing and production practices have on workplace conditions and worker wellbeing

LOOKING AHEAD

In 2022 and 2023, we plan to:

- Continue to implement the FLA's data-collection tool among selected contractors in the Americas and Asia
- Conduct, with the support of the Fair Wage Network, an assessment of our fair wage performance in five of our facilities located in Honduras, Nicaragua, the Dominican Republic, and Bangladesh, and in one of our dedicated contractor facilities in Haiti (the Fair Wage Network has established standards based on 12 dimensions covering a wide range of wage indicators)
- Establish a multidisciplinary committee to oversee our wage policies, based on the FLA and Fair Wage Network guidelines. This committee will review and evaluate wage data and propose actions to further strengthen fair wage standards. The committee will also regularly report progress to our stakeholders
- Continue strengthening relationships with civil society organizations, unions, and governments in our key manufacturing countries – namely, Bangladesh, the Dominican Republic, Honduras, and Nicaragua – to promote initiatives to improve the wages and living conditions of workers



CHILD AND FORCED LABOUR

Forced labour, child labour, and human trafficking are zero-tolerance issues for Gildan, as our [Code of Conduct](#) unequivocally states. Our Statement on Modern Slavery and Human Trafficking reaffirms our commitment to identifying and eradicating from our supply chain and operations any form of slavery or human trafficking.

The Company upholds migrant worker rights as established under the UN's International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families.

Gildan is a signatory to the Industry Commitment to Responsible Recruitment, which applies to all Gildan owned and contracted manufacturing facilities.

OUR APPROACH

Gildan employs vigilant monitoring procedures related to both child and forced labour. In its owned and operated facilities, it conducts periodic reviews of both its internal Forced Labour Policy and its Child Labour Policy to ensure they align with national and international laws and stakeholder requirements. The Company also constantly reviews and analyzes information gathered from workers' suggestion boxes and other grievance mechanisms. In contractor facilities, Gildan maintains ongoing dialogue with its contractors and works collaboratively with them to eradicate child and forced

labour. It also constantly monitors sourcing and procurement policies with its suppliers.

To prevent and mitigate child and forced labour, Gildan employs approaches that apply to both of these types of non-compliance, such as implementing capacity-building programs (training and ongoing communication with facility management) to ensure that sustainable practices are carried out throughout its supply chain. Gildan also joined the USCTP to increase the transparency of its supply chain. Additionally, its procedures include those specific to child labour and to forced labour (see the chart below for more details).

2021 PERFORMANCE

- In 2021, we did not receive any social or economic fines or sanctions under the ILO 169 Convention on Indigenous and Tribal Peoples. We also observed zero incidents of child labour or young workers exposed to hazardous work in our own or our contractor facilities
- 100% of our contractor facilities in Asia completed our migrant worker survey, which we launched in 2019 to ensure that contractor hiring practices align with our Code of Conduct and with FLA and ILO guidelines. Two migrant workers were identified in one of our sourcing countries, and we confirmed that these workers received the same benefits as any local worker hired in that facility
- A pilot Supply Chain Mapping Traceability Assessment at two of our strategic contractor facilities in Asia, led by a third-party auditing firm, revealed room for improvement in the area of defining and establishing social compliance metrics for upstream suppliers. The assessment found the need to develop a long-term strategy for suppliers to achieve transparency in their supply chains
- We provided our employees and suppliers worldwide with a virtual refresher training session on our Code of Conduct, to reinforce our commitment to preventing child labour
- We provided our employees in Asia with a virtual refresher training session on our Responsible Sourcing Practices, to reinforce our commitment to preventing child labour

to support them in the process of employing migrant workers before those workers leave their home countries, upon arrival to the country of employment, and after employment

- Update our contractor pre-audit/self-assessment questionnaire to ensure forced labour and child labour elements are up to date and traced accordingly

PREVENTING HARASSMENT AND ABUSE

Harassment and/or abuse is a salient human rights risk, and we have zero tolerance for it at Gildan. To prevent employee harassment and abuse from taking place, we have implemented capacity-building programs and maintain ongoing communication with facility managers. We also uphold strong disciplinary rules and procedures to make sure all employees are treated with respect and dignity.

To ensure policies are enforced and management systems are effective, we conduct periodic reviews of our Global Anti-Harassment, Anti-Discrimination, and Anti-Violence Policy to confirm that it aligns with national and international laws and stakeholder requirements, and we regularly review and analyze information gathered from workers' suggestion boxes and other grievance mechanisms.

There were no reported incidents of harassment or abuse at our own or our contractor facilities in 2021.

Additional information can be found in our [Global Anti-Harassment, Anti-Discrimination, and Anti-Violence Policy](#)

LOOKING AHEAD

In 2022, we plan to:

- Work with an international NGO to implement a program at our contractor facilities in Asia that supports parent workers and their families; the program will directly contribute to our objectives related to preventing child labour, promoting worker empowerment (focused on women), preventing harassment and abuse, and improving recruitment practices to prevent forced labour
- Continue conducting research on supply chain traceability trends, as required by international standards and regulations
- Update several elements of our Migrant Worker Survey and provide our contractors with additional resources

OUR APPROACH TO PREVENTING AND MITIGATING

CHILD LABOUR

Although there were no significant risks of incidents of child labour or young workers exposed to hazardous work observed in 2021 in its own or contractor facilities, Gildan's approach to preventing and/or mitigating the risk of child labour occurrence involves the following:

- Conducting ongoing reviews of recruitment practices to identify and screen out job applicants who are under the legal minimum age, or the minimum age of hire specified by its Code of Conduct
- Implementing capacity-building programs (training and ongoing communication with facility management) to ensure that sustainable practices are carried out throughout its supply chain
- Joining the USCTP to increase the transparency of our supply chain

FORCED LABOUR

Although there were no cases related to forced labour at any of its own or contractor facilities in 2021, Gildan's approach to preventing and/or mitigating the risk of forced labour occurrence involves the following:

- Becoming a signatory to the Industry Commitment to Responsible Recruitment with the American Apparel and Footwear Association, a proactive industry effort to address potential forced labour risks for migrant workers in the global supply chain
- Requiring its contractor facilities to comply with the Gildan Code of Conduct, disclose the extent to which they provide training to their employees and management on human trafficking and forced labour, and agree to be subject to periodic compliance audits (additional information can be found on page 27 of the Social & Sustainable Compliance Guidebook)
- Implementing capacity-building programs (training and ongoing communication) to ensure that responsible practices are carried out throughout its supply chain
- Joining the USCTP to increase the transparency of its supply chain



RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Freedom of association and the right to organize and bargain collectively are fundamental human rights. The right of workers and employers to form and join organizations of their choosing is an integral part of a free and open society. These rights provide workers with a framework for engaging with management on wages, benefits, and the right to decent working conditions. Today, approximately 46% of our employees globally are covered by a collective bargaining agreement established between unions and corresponding facilities. In addition, in 2021, we invested \$2.3 million in additional employee benefits as part of these collective bargaining agreements. For more information on our approach to benefits and wages, please see “Living Wage” on [page 33](#) of this report.

OUR APPROACH

We believe engagement should be mutually beneficial and transparent, that it should focus on finding common ground and creative solutions, and that outcomes should lead to real value for both the Company and its stakeholders.

Gildan respects employees’ right to form or join any organization or association of their choosing, including unions, and to engage in collective bargaining with us. We also have a zero-tolerance policy regarding intimidation or attacks on union representatives or individuals considered human rights defenders. Moreover, our [Social & Sustainable Compliance Guidebook](#) includes details on how our business partners must also respect these rights.

Union agreements establish clear and formal lines of communication between workers and Company management, providing effective two-way communication focused on problem-solving. The Company engages in constructive and open dialogue with union representatives, and with all employees through its established grievance mechanisms, with engagement being monitored through our Social Compliance Program.

Both our Executive Vice President, Chief Human Resources Officer and Legal Affairs and our President, Manufacturing have accountabilities related to ensuring that the rights of unions are upheld. In addition, our Vice President, Human Resources within Manufacturing has day-to-day responsibilities related to union matters.

We also have worker management committees and/or roundtables at most of our facilities, which allow employees

to share their opinions and contribute to the management of various workplace issues, including health and wellness, workplace safety, and environmental stewardship. Additionally, workers’ suggestion boxes are situated on the production floors and in cafeterias of all our manufacturing facilities in Central America, the Caribbean, and Bangladesh.

2021 PERFORMANCE

- We conducted a 10-hour Freedom of association and Collective Bargaining workshop at our Honduras textile, sewing, and hosiery facilities, facilitated by third-party independent labour consultants, focused on preventing and approaching labour conflict, understanding and developing collaborative negotiation models, and understanding the task of the negotiator
- We renewed three collective bargaining agreements at our sewing facilities in Nicaragua in 2021, and three at our sewing facilities in Honduras in January 2022; these resulted in wage increases and additional benefits for our workers that exceeded the legal requirements. The agreements included subsidized meals, additional leave days, additional scholarships for workers’ children, and community projects
- We implemented programs to improve working conditions, regularly engaged with the Better Work Haiti program and the ILO, and undertook remediation efforts (e.g., social security payments and wages). Better Work Haiti works to improve garment industry working conditions, promote respect for the labour rights of workers, and boost the competitiveness of apparel businesses in Haiti

LOOKING AHEAD

In 2022, we plan to:

- Continue to provide both in-person and virtual refresher training on freedom of association and collective bargaining agreements at our Central American manufacturing facilities
- Continue pending collective bargaining negotiations at our facilities in Honduras
- Engage with Better Work in Bangladesh. Similar to Better Work Haiti, this organization works to improve garment industry working conditions, promote respect for the labour rights of workers, and boost the competitiveness of apparel businesses in Bangladesh



GRI 103-1 103-2 103-3 407-1



EMPLOYEE WELLBEING

Our employees are fundamental to our success, and we are committed to providing them with a safe and healthy work environment in which they can thrive and become the best possible version of themselves. In addition to paying fair wages, Gildan provides resources and benefits that enable a high-performance culture. Investing in the wellbeing of our employees means a more engaged, dedicated, and stable workforce, and it reinforces Gildan as an employer of choice in the regions where we operate. This helps us attract and retain a talented workforce, thus creating sustained and inclusive economic growth in the countries where we have operations and reducing costs associated with turnover and recruitment.

OUR APPROACH

In some of our operating locations, we contribute to a higher standard of living for our employees by offering benefits such as free on-site medical clinics, vaccinations, and other medical programs (see [page 37](#)), as well as support for working parents (e.g., workshops for mothers, school supplies), free transportation, and other benefits that help make life better and offer some convenience. Over the last few years, in some of our locations, some of our employees have experienced significant hardships related to COVID-19, severe weather events, and/or natural disasters. In these cases, we provided short-term financial and/or in-kind assistance to support severely affected employees as they overcome these extraordinary challenges.

MEDICAL BENEFITS

At Gildan, we understand the responsibility that comes with having a global workforce, and providing our people with access to proper healthcare has always been a focus. To ensure our employees receive the care they need, we operate fully equipped medical clinics at our manufacturing facilities in Bangladesh, the Dominican Republic, Honduras, and Nicaragua. In addition to supporting employee health, these clinics reduce lost work time and transportation costs associated with employees travelling to external medical facilities to get the care they need.

The past two years have been a period of increased medical uncertainty for all, and during that time, we continued to offer our employees access to mental health services and other wellness resources, either virtually or in-person where it was safe to do so. For instance, in North America and the Caribbean, employees and their families have had access to free, confidential mental health services, and stress management support through our Employee Assistance Program. In Honduras and the Dominican Republic, the Gildan Saving Our Family program allows employees access to free, confidential counselling. In 2021, both individual and family counselling were conducted virtually in Honduras, and in-person at the clinics in the Dominican Republic.

In many of our facilities, we also provided employees with access to COVID-19 rapid testing and vaccinations as they became available in 2021. As a result, we saw an increase in the number of vaccines administered, with a total of 55,074

COVID-19 and non-COVID-19 vaccinations administered in 2021.

BREAST CANCER PREVENTION

For the past 11 years, Gildan's annual breast cancer prevention awareness campaign, known as the Pink Tour, has helped raise awareness among thousands of women in our facilities across Bangladesh, Central America, and the Caribbean. With many women reluctant to visit health centres for routine exams and screenings during the COVID-19 pandemic, prevention awareness became even more important. In 2021, our Pink Tour continued virtually, with a variety of activities for both office and factory employees; these included discussions on the importance of early diagnosis, engagement activities to further awareness, and stories of employees bravely fighting the disease.

SUPPORTING THE TRANSITION TO MOTHERHOOD

For first-time moms, having a child is a life-changing event. To help, we provide pre- and post-natal care, as well as free maternity workshops moderated by Gildan's on-site medical staff in Bangladesh, the Dominican Republic, Honduras, and Nicaragua. Topics include exercise techniques to facilitate birth, preparing the home for a new baby, caring for a newborn, and breastfeeding guidance. Our manufacturing facilities in Central America, the Caribbean, and Bangladesh also offer on-site lactation rooms to provide private spaces for nursing mothers to pump and store their breast milk safely.



GRI 103-2 401-2 403-3 403-6

2021 MEDICAL BENEFITS			
	2021	2020	2019
Number of free medical consultations at on-site clinics globally	211,944	125,740	195,603
Number of vaccines administered	55,074	14,251	15,351
Total cost of medicine, vitamins, and vaccines (\$)	1.3M	1.2M	0.8M
Doctors on staff worldwide	61	56	55
Nurses on staff worldwide	74	80	93

2021 FINANCIAL BENEFITS			
	2021	2020	2019
Number of employees affiliated with financial cooperatives*	10,833	16,770	22,267
Loans granted to employees through cooperatives (\$)*	5.9M**	8.7M**	20M
Investments in subsidized meals and free transportation (\$)	12.9M	10.1M	12.7M

* Represents employees in Honduras, Nicaragua, and the Dominican Republic.

** Due to impacts related to COVID-19, granted loans were lower than in previous years. Additionally, in 2021, internal cooperatives related to our Honduras textile facilities are in the process of being liquidated.



FINANCIAL WELLNESS

In addition to wages and salaries, Gildan’s short-term compensation includes paid time off, and bonuses where applicable. The Company also offers a long-term incentive plan that includes stock options, performance share units, and restricted share units for certain employment categories.

Gildan supports its workers’ financial health through employee cooperatives – independent legal entities similar to credit unions – that encourage employees to grow their savings and offer loans at lower interest rates. Low-interest-rate loans can otherwise be difficult to obtain in some of the countries where we operate, and this service is available to all employees at our Central American and Caribbean operations. External auditors and professional advisors from our Finance department ensure that the cooperatives are properly managed and operate in compliance with local regulations.

Gildan also offers defined contribution retirement plans to eligible employees in certain locations, and the Company matches all or a portion of an employee’s contributions up to a fixed percentage of the employee’s salary. Retirement benefits are also provided to employees through defined contribution plans administered by governments in select countries where we operate.

BENEFITS TO BALANCE WORK, LIFE, AND DAILY NEEDS

At most of our manufacturing facilities, we provide free transportation to and from work. Buses contracted by Gildan pick up and drop off employees at various locations in their communities.

At our two general stores – one located at our Honduran textile complex, and one at a facility in Nicaragua – employees can purchase non-perishable food and other household products at discounted prices. These conveniently located shops accept a variety of payment methods, including payroll deduction, and in Honduras employees are able to order goods and have them delivered directly to their workplace to assist them in dealing better with restrictions related to COVID-19.

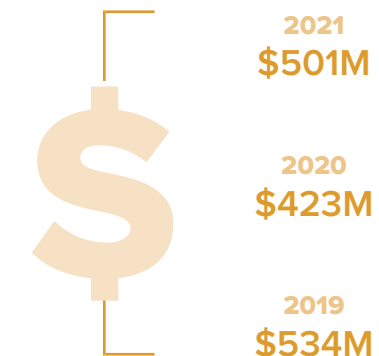
When it comes to sourcing materials and services required for our operations, we try to source to the greatest extent possible from local suppliers. For example, in Central America, we use local suppliers to source items for our manufacturing facilities, creating further economic benefits for the community while also reducing transportation costs

and associated environmental impacts. See [page 48](#) for more information on how we support our local suppliers.

CORPORATE TRANSITION TO FLEXIBLE WORK

As the COVID-19 pandemic persisted in 2021, Gildan continued to allow some of its administrative employees to work remotely with flexible hours, utilizing technology to enhance collaboration and teamwork. Because this practice improved employees’ work–life balance, the Company continued, where and when possible, to provide a hybrid work environment for administrative employees.

TOTAL SALARIES, WAGES, AND SHORT-TERM BENEFITS



VIRTUAL HEALTHCARE

In December 2021, Gildan launched a new healthcare program for all corporate head office permanent-salaried employees. This service offers employees free access to a one-stop online platform built to deliver high-quality, multidisciplinary virtual care from a single app. The service can be accessed through a smartphone or [web-based application](#) anywhere in Canada. Service providers available through the app include healthcare professionals, mental health specialists, and legal and financial specialists.

2021 PERFORMANCE

- We introduced a new, flexible work-from-home framework at the corporate head office. This framework is intended to provide additional flexibility to employees and positively impact their work-life balance. All managers at the home office, along with their employees, determine how to split days between remote and office-based work, according to specific requirements
- We conducted in October a Breast Cancer Awareness program at our operations in Bangladesh; these featured female experts, to increase employee comfort in participating and asking questions. Expert physicians facilitated more than thirty 30-minute sessions attended by a total of 1,300 employees, which represents 674 hours of training. In addition, brochures with self-examination instructions were distributed in Bengali, and the Company provided paid medical exams at the local hospital for employees who needed further assistance
- We organized the *Movimiento Rosa* (Pink Movement) at our operations in the Dominican Republic during Breast Cancer Awareness Month. For two days, the local office held talks with female workers who were survivors of breast cancer, and offered Q&A sessions with breast cancer specialists

LOOKING AHEAD

In 2022, we plan to:

- Fully implement the work-from-home framework in the corporate head office
- Formalize flexible and/or hybrid work frameworks at administrative office locations in the United States and Barbados, wherever job activities are conducive

LEARNING AND DEVELOPMENT

At Gildan, we support and encourage the continued development and training of our employees to help them reach their full potential. We invest in programs that expand and enhance our employees' technical, professional, and interpersonal skills, because we believe opportunities for personal and professional growth lead to greater satisfaction and engagement among employees and greater success for the Company.

OUR APPROACH

In 2021, we built a new strategy to drive our culture of development, which aims to provide structured learning opportunities to all employees to further enhance their knowledge, skills, and abilities. The strategy includes new initiatives, such as our Women in Leadership Program – Ignite Your Impact (highlighted in the “Diversity, Equity, and Inclusion (DEI)” section), and Gildan Academy, a management system that serves as a one-stop shop for learning and development.

To ensure we reach our goal of achieving gender parity for the collective group of employees representing Director level and above, we developed a live global demographic analytical dashboard that provides data on our results and overall progress. We also employ other mechanisms for benchmarking, such as the Canadian Women in Governance (*Gouvernance au féminin*) Gender Parity Certification. We use this certification as a tool to help assess Gildan's current status and how we compare to other organizations with respect to gender parity.

To achieve our gender parity targets and fill our pipelines with qualified female talent, Gildan's Women in Leadership Program has its own set of objectives and evaluative mechanisms.

WOMEN IN LEADERSHIP OBJECTIVES

Our Women in Leadership objectives are to empower and propel the development of women in leadership positions. Various objectives, metrics, and tools have been put in place to evaluate the effectiveness of the program, such as:

- Prior to starting the program, conduct 360-degree feedback surveys with all participants
- Mid-program evaluations gauge satisfaction, and suggest enhancements for future cohorts
- Post-program 180-degree evaluations that assess overall learning experiences, key take-aways, additional support, and/or management involvement

Compared to 2020, in 2021 we saw an increase in the number of training hours as we resumed training that was put on hold due to COVID-19. Additionally, we saw costs related to training decrease as we started to replace specialized, external COVID-19 training, with in-house COVID-19 training and routine protocols in 2021.

GLOBAL TRAINING HOURS		
	2021	2020
Number of training hours	1,958,740	851,409
Investment in employee training (\$)	0.96M	1.3M
Number of training hours for the development of manufacturing employees' technological skills	191,524	175,671
Employees who went through annual performance management processes (%)	100	93

GILDAN ACADEMY

In 2021, we introduced Gildan Academy, a new management system that serves as a one-stop shop for learning and development. Our goal is to ensure accessibility for all Gildan employees with network access to pursue assigned learning objectives or, preferably, drive their own learning journey.

The system offers a powerful and inclusive learning experience, and it aligns with our philosophy of building a culture of employee self-development. It allows unlimited access to a variety of content, available in many languages, that covers leadership and technical development programs; it also offers DEI-specific content on topics such as unconscious bias, maintaining a multigenerational workforce, and cultural sensitivity. This platform also allows Gildan to host its own internally developed programs.

Additionally, the global organizational development team publishes a monthly Gildan Academy Newsletter, with information and recommendations on training opportunities. We also encourage our employees to provide recommendations to their peers. The first newsletter's recommended training was an introductory session on DEI.

LEADERSHIP PROGRAMS

For the third consecutive year, Gildan organized “Leading the Gildan Way,” a global leadership program available to first-line managers to help equip them with the skills needed to effectively lead and inspire teams in a way that supports Gildan's core values and [Code of Conduct](#). The program includes online learning, in-person or virtual sessions, and co-development activities with peers.

The second cohort of 150 first-line managers completed the program in April 2021. In June 2021, Gildan launched the third cohort of this global program, welcoming 155 participants who will complete the training by the summer of 2022.

In Central America, we continued the Gildan Genuine Training Leadership Certification program, originally launched in 2018, to train supervisors at our facilities on topics such as productivity, communication, coaching, feedback, conflict resolution, and decision-making. In 2021, more than 300 production supervisors in the sewing group, in both Honduras and Nicaragua, participated in the program.

In 2021, we also kicked off a new initiative called the School of Leadership, which is designed to ensure that management-level positions such as supervisors, chiefs, coordinators, and especially newly promoted leaders understand Gildan's leadership expectations and reinforce our strong culture across the organization. This five-module training program includes topics such as Gildan's manufacturing leader essentials, human resource policies, productivity, and continuous improvement.

PERFORMANCE MANAGEMENT

At Gildan, performance management is an ongoing communication process between managers and employees that promotes transparent and open dialogue. In 2021, although the pandemic persisted, we are proud to confirm that 100% of our active employees completed some form of performance management process.

For direct employees (e.g., operators in our production facilities), the performance appraisal process is based on the competencies and technical skills required by their position. Individual and team performance is assessed against pre-set targets in areas ranging from production efficiency to quality and safety. We believe this type of assessment works best for these roles, as it helps clarify performance expectations, align priorities and objectives, identify training needs, increase employee engagement, and ultimately increase individual and organizational performance.

For salaried employees, Gildan has a well-established performance management process called the Gildan Performance Appraisal Tool, which is used to carry out evaluations on an annual basis. The process enables employees and their managers to set SMART (“specific, measurable, achievable, realistic, and time-based”) objectives that align with organizational and department goals, while helping employees identify and build on their competencies

through professional development plans. At any point in the year, employees can easily update and modify their development plans. To ensure they are on track, a mid-year review is conducted to discuss the first six months of the year and realign goals or expectations as needed. The final step involves a year-end review and assessment. The performance evaluation also considers objectives for individual performance-related compensation.

2021 PERFORMANCE

- Revamped our performance management process and competency framework to build and strengthen our culture of development
- Introduced Gildan Academy
- Graduated the second cohort and launched the third cohort of the Leading the Gildan Way program
- Certified 300 production supervisors through our Gildan Genuine Training Leadership Certification at our Honduras and Nicaragua facilities; this represents all of the supervisors in the sewing facilities in those countries except for our new Chinandega facility in Nicaragua

LOOKING AHEAD


In 2022, we plan to:

- Undertake a global pay equity analysis to further demonstrate our commitment to our gender parity targets and the creation of an equitable work environment
- Launch various programs to promote our culture of development through our Gildan Academy; these diverse learning curricula are built using the 70–20–10 model, empowering Gildan employees to take charge of their own development and creating synergies among business units across our operations
- Train the second cohort of Gildan’s Women in Leadership Program – Ignite Your Impact
- Train the fourth cohort of the Leading the Gildan Way Program
- Certify the supervisors at our new Chinandega facility through our Genuine Training Leadership Certification



DIVERSITY, EQUITY, AND INCLUSION

Goal: Achieve gender parity for the collective group of employees representing Director level and above by 2027

In 2021, Gildan formed an ESG subcommittee to develop organizational Diversity, Equity, and Inclusion (DEI) targets. The committee selected gender parity as one of its first targets. The work was informed by research that found that management teams that have achieved 40–60% gender parity outperform teams without a gender balance, according to both financial and non-financial indicators. Using this as a baseline, we found that we were above 40% gender parity when we looked at the levels representing managers and below. We also noted that at the Director level and above group, 26% of workers were female ; we set a target to achieve gender parity for this group by 2027. Gender parity will be achieved through a strategy focused on attracting, developing, and promoting top female talent.

In addition to setting this first target, we reviewed and rewrote two global policies to ensure a best-in-class approach, especially as DEI becomes increasingly important in the business world. Following the review, Gildan’s [DEI Policy](#) was updated and modernized to ensure relevance and that alignment with modern approaches; we also updated our [Global Anti-Harassment, Anti-Discrimination, & Anti-Violence Policy](#) to ensure the inclusion of DEI principles and the use of inclusive language.

As we undertook this process, Gildan reflected not only on where we are as a Company, but on where we are headed and what we expect from (and for) our employees and our leaders. The new DEI Policy focuses on three pillars: creating awareness and raising employee capacities, reporting and

benchmarking, and providing equitable processes so as to mitigate potential bias.

This modernized policy represents the evolution of DEI at Gildan – an evolution where accountability and inclusivity are at the heart of all that we do.

OUR APPROACH

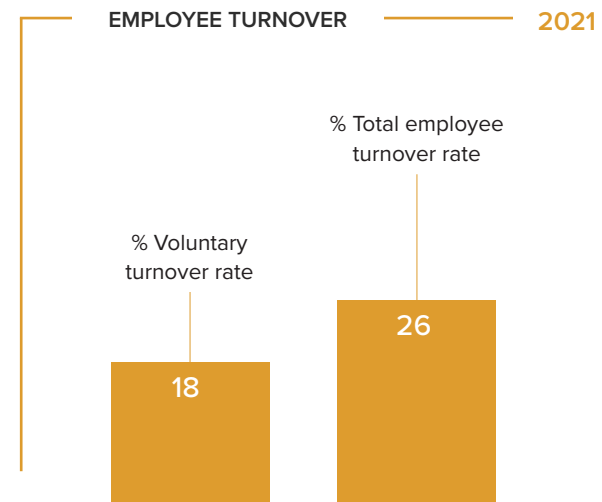
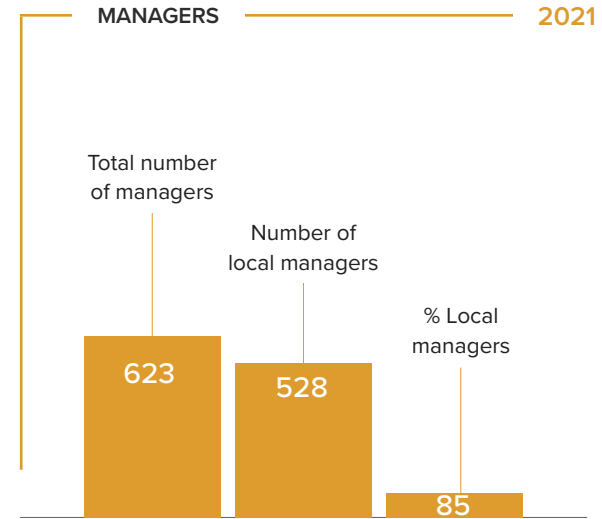
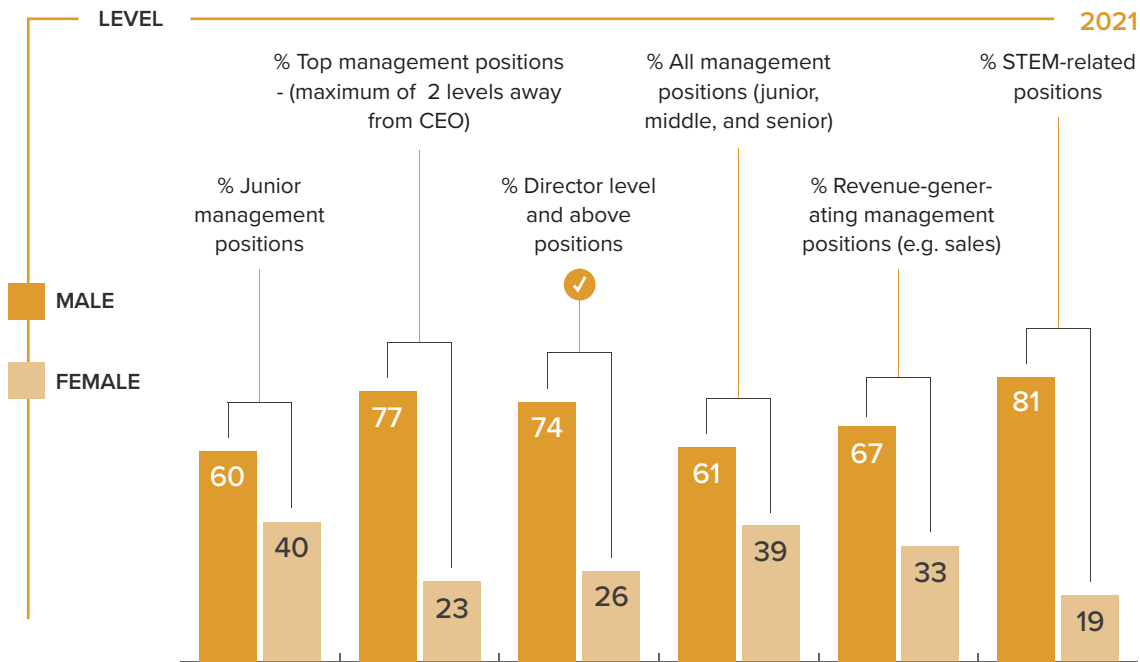
At Gildan, we value the unique traits and identities of our employees. We believe in our people and know that embracing diversity and a range of perspectives drives innovation and growth. From our offices to our factories, we create an equitable and inclusive Company culture where people can bring their authentic selves to work and feel a sense of belonging.

As such, we embrace and encourage the differences that each employee brings to the Company, including gender, gender identity and expression, ethnicity, race, nationality, religion, sexual orientation, socio-economic status, physical ability, age, language, political affiliation, family or marital status, veteran status, experience, education, and perspective.

Principles of fair treatment and diversity, as well as compliance with the standards of the ILO and the FLA, are embedded in the terms of our [Code of Conduct](#) and [Code of Ethics](#). The Compensation and Human Resources Committee of our Board of Directors oversees our DEI activities, and receives quarterly reports from management. Our Executive Vice President, Chief Human Resources Officer and Legal Affairs has day-to-day oversight and responsibility for DEI.

“We are creating a space where every human resource process is reviewed through a DEI lens and, over time, our goal is to make sure that it becomes part of Gildan’s DNA from a behavioural standpoint, rather than just from a compliance standpoint. I’m proud of where we are today, having started to embed DEI throughout our processes, our strategy, and our leadership practices.”

– *Karine Doucet, Vice President, Global Talent Management and Culture*



FOUR KEY PRINCIPLES OF OUR DEI STRATEGY

Accountability: The ownership and acceptance of responsibility for equitable and inclusive behaviours across all levels of the organization

Transparency: Ensuring that information regarding DEI is shared truthfully within and outside the organization

Data-driven decisions: The collection and analysis of DEI metrics in order to generate genuine insights and drive decision-making

Objectivity: Actions and decisions are guided by equitable and impartial processes that are free of bias or favouritism

THREE DEI STRATEGIC OBJECTIVES

Gildan's commitment to DEI is reflected in the three strategic objectives set out in the updated DEI Policy. These objectives, coupled with its investment in community partnerships that support social justice and equality through education and job training, enable Gildan to ensure its commitment to DEI both externally and internally.

1. Formalize DEI: Apply a strategic approach to increase diverse representation and equity throughout the Company

- Build an inclusive environment through the application of policies related to DEI, and monitor compliance through procedure audits

2. Cultivate a DEI culture: Create and strive to improve our inclusive culture to promote a sense of belonging among all employees

- Undertake tangible actions to build capacities and awareness throughout the workforce on DEI topics, as well as learning and communications initiatives.

3. Share the journey and celebrate: Ensure transparency, visibility, and accountability throughout Gildan's DEI process

- Set targets and measure progress towards DEI goals, and participate in external reporting and benchmarking initiatives

WOMEN IN LEADERSHIP PROGRAM
IGNITE YOUR IMPACT

In partnership with the consulting firm DDI, Gildan's Women in Leadership Program – Ignite Your Impact provides a unique opportunity to bring together a group of talented women from across the Company for a comprehensive and engaging leadership development experience.

Launched in May 2021, this program aims to promote the advancement of women at the Director-level and above, in an effort to meet the goal of gender parity in management by 2027. Ignite Your Impact is a six-month commitment that includes monthly, hands-on training, and development opportunities. The first cohort, comprising an international group of 19 women from six countries, participated in virtual development courses, had the opportunity to network with Gildan executives and board members, and gained insights into the journeys of their colleagues.

With each new cohort, Gildan aims to bring together a diverse group of roughly 20 leaders from a variety of cultural backgrounds, age groups, tenures, and seniority levels. Participants are selected based on their job performance, leadership potential, motivation, communication skills, and high probability of retention.

Various objectives and metrics have been put in place to evaluate the effectiveness of the program, including evaluations from participants. Following completion by the first cohort, a survey found that 95% of the participants were satisfied with the program.

Even more telling (and important), after completing the program, 25% of the women in the first cohort were promoted or made lateral moves to new positions. In addition to career movement, the global organizational development team, along with the Women in Leadership Program sponsors, identified KPIs such as participant progression and development and the Company's own progress towards its gender parity objective, the latter of which will be measured and tracked for every cohort.

“The conversations I had with various leaders in one of the networking events left a real impression. There were a number of common themes among the women leaders: all were very proactive and methodical about their career moves and choices, and all seemed to have a wonderful support system at home and managed to juggle work and family like the rest of us. What I took away from the experience is that there is an opportunity to learn, develop, and evolve no matter where I am in my career – it really changed the way I think about developmental goals for myself and my team, and reminded me that you have the power to make positive changes for yourself and achieve your goals.”

- Patti Lambert Simetz, Vice President, Distributor Sales



“My biggest takeaway was the opportunity to meet and talk to the great female leaders at Gildan, learn from their experience and see that no matter our differences in culture or country, all of us share the same characteristics that makes us strong and resilient, no matter what situations come our way.”

- Maria Santos, Legal Counsel

19
PARTICIPANTS

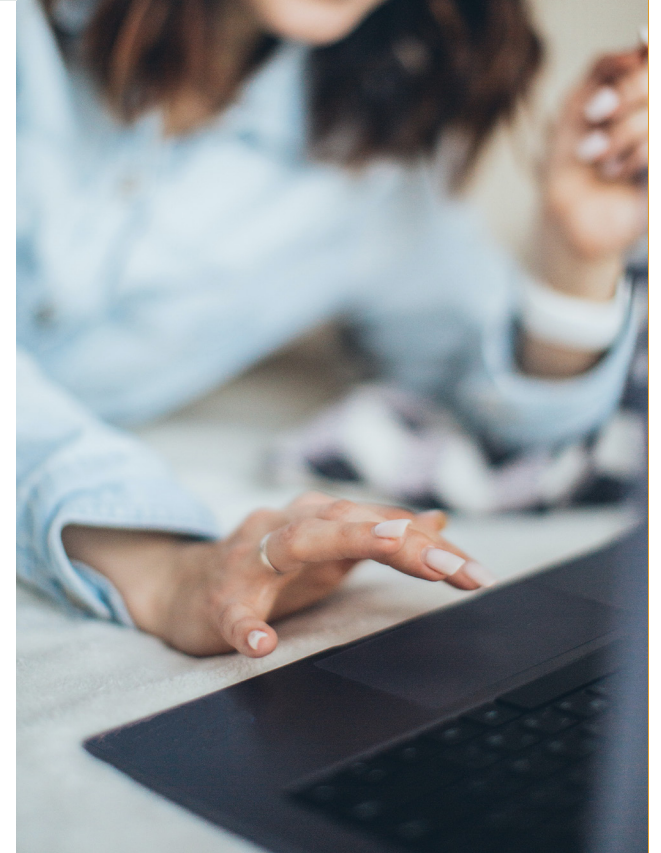
9
MONTH COMMITMENT

6
COUNTRIES REPRESENTED

9
DEPARTMENTS

70%
DIRECTOR LEVEL AND ABOVE

30%
MANAGER LEVEL



CELEBRATING INTERNATIONAL WOMEN'S DAY

Each year, we come together for International Women's Day to celebrate women's achievements, raise awareness against bias, and take action for equality.

GLOBAL INITIATIVE

In 2021, Gildan celebrated International Women's Day with a Company-wide live webinar organized by the global talent management and culture team. Employees from across Gildan had the pleasure of hearing Sylvia Montero, renowned author of *Make It Your Business: Dare to Climb the Ladder of Leadership*, speak. In order to ensure maximum participation, two sessions were held, one in English and one in Spanish. During the webinar, Montero shared her inspiring story and advice, and answered questions during a Q&A. This webinar had the opportunity to show our employees how, despite very humble beginnings, people can build a successful career for themselves.

LOCAL INITIATIVES

- **Nicaragua:** We organized training for women employees titled "Emotional Intelligence: Managing Your Emotions" to help empower women, particularly those who have been victims of abuse; in total, 448 women participated in the training
- **Honduras:** We held a series of virtual talks on topics integral to women's health. These presentations reached 248 female employees and touched upon emotional health, social skills, and professional development. The talks were followed by virtual trivia challenges, with winners taking home a variety of gift certificates
- **Dominican Republic:** We organized a session on violence against women, featuring a district attorney from Santo Domingo who specializes in gender violence and works directly in the city's gender violence division. The session focused on helping female employees recognize verbal, psychological, physical, and economic abuse, and motivating them to speak up and denounce violence
- In addition, the **Dominican Republic** location organized a Women's Founders Recognition event to recognize female employees who have been with Gildan since it began operations in the country



BUILDING A CULTURE OF INCLUSION

Gildan strives to create a company culture that brings the power of DEI to life, where employees from different backgrounds and countries come together and showcase their strengths and contributions to the Company.

In 2020, we introduced "Inclusion Insights," an internal series that raises awareness and provides tips on important topics such as race, ethnicity, and unconscious bias. In 2021, quarterly insights included the following topics: Hispanic culture and diversity (for Hispanic Heritage Month), Pride and LGBTQIAS+ (for Pride Month), Violence Against Women (for International Day for the Elimination of Violence Against Women), and Race and Ethnicity: Why Diversity Matters (for Black History Month).

These Inclusion Insights were shared internationally through our intranet, enabling employees to learn more about race and ethnicity and how to overcome conversation roadblocks surrounding such topics.



GLOBAL ENGAGEMENT AND INCLUSION SURVEY

In 2021, in order to continue building trust and ensure that our actions align with the needs of its employees, Gildan undertook a Global Engagement and Inclusion Survey. There was an overall participation rate of 84% among employees with network access.

This comprehensive survey, which targeted close to 4,000 salaried employees with network access, was conducted in October 2021 by human resources research consultancy Mclean and Company. The survey targeted various areas of employee experience, such as work culture, engagement, inclusion, manager relationship, and work environment.

The results revealed that Gildan has a deeply engaged workforce: 72.3% of respondents say they are consistently engaged, and another 15% are mostly engaged. These figures are well above the survey provider's industry benchmark of 52%.

From an inclusion perspective, 78% of respondents said they believe Gildan is an inclusive place to work. This is a great starting point as we double-down on our efforts to foster a work environment in which each person can thrive and reach their full potential.

The Company is now working on building concrete action plans to further improve and to build upon employee feedback.

EMPLOYEES BY AGE AND REGION AS A PERCENTAGE OF TOTAL WORKFORCE IN 2021

PERCENTAGE OF EMPLOYEES BY AGE AND REGION				
REGION	2021			TOTAL
	UNDER 30	30 – 50	OVER 50	
North America	1	2	2	5
Central America	47	27	0.6	74.6
Caribbean	5	4	0.3	9.3
Asia	7	4	0.1	11.1
Total	60	37	3	100

EMPLOYEES BY GENDER AND REGION AS A PERCENTAGE OF TOTAL WORKFORCE IN 2021

PERCENTAGES OF EMPLOYEES BY GENDER AND REGION IN 2021				
REGION	2021			
	PERMANENT EMPLOYEES		TEMPORARY EMPLOYEES	
	MALE	FEMALE	MALE	FEMALE
North America	3	3	0	2
Central America	42	33	60	35
Caribbean	5	4	0	3
Asia	6	5	0	1
Total	56	45	60	41



2021 PERFORMANCE

- Graduated the first cohort of Gildan’s Women in Leadership Program – Ignite Your Impact
- Continued to achieve significant gender parity levels within our global workforce, which is made up of 45% women and 55% men
- Gender breakdown for each geographical region (North America, Central America, Caribbean Basin, and Asia) ranged within the 45–55% parity range, with no outliers
- Demonstrated global gender parity in four out of five functions, from the technical to the managerial level
- Demonstrated 40–60% gender parity across non-management, labour, and junior management positions
- Demonstrated a steady 2% increase per quarter with respect to female representation at the senior management level (from Q2 onwards)
- Dominican Republic office certified with a “Seal of Gender Equality,” a certification program aimed at promoting gender equality and the economic and social autonomy of women in companies and organizations; this initiative is led by the Ministry of Women in the Dominican Republic and the UNDP

- Certified at the Bronze level for gender parity for the second year in a row by the Women in Governance Parity Certification program in Canada: this program evaluates organizational gender parity at the decision-making level, and the certification process identified both strengths and opportunities to help Gildan further close the gender gap

LOOKING AHEAD
In 2022, we plan to:

- Prioritize inclusive policies and efforts to continue building a workforce that reflects the diversity of our local communities
- Conduct a second Global Engagement and Inclusion Survey targeting a sample of our hourly employees; this will help assess their perceived degree of engagement and inclusion
- Launch a three-tier DEI training program
- Build concrete action plans for the organization that target improvements and address the feedback received from employees

GLOBAL HEALTH AND SAFETY

Goal: Attain the ISO 45001 certification at all Company-owned and operated facilities by 2028

At Gildan, we view health and safety through the lens of prevention and zero harm, for both our employees and our third-party contractors. Operating safely is critical to achieving our long-term goals. By providing a safe and healthy work environment, we support a higher quality of life for workers, which will reduce absenteeism. This also helps us minimize the cost of worker compensation and medical claims that could result from workplace-related health problems or injuries.

We are proud to report that we have reduced our work-related accidents consistently across our global manufacturing operations over the last three years. Moreover, we are pushing our health and safety performance to new levels by making ISO 45001 certification a requirement at each of our Company-owned and operated facilities by 2028, setting a strong foundation for achieving our Next Generation ESG strategy and targets.

ISO 45001 is a standard for management systems of occupational health and safety (OHS). The goals of this certification are to reduce occupational injuries and diseases and improve and protect general physical and mental health. It aims to create a global management system that promotes health and safety performance championed by senior management – one that includes a high degree of employee involvement and participation.

OUR APPROACH

Our Global Health and Safety Policy applies to all our operations worldwide. It includes our commitment to the following:

- Ensuring compliance with OHS laws in each country where we operate
- Establishing targets to measure our OHS management system's performance and communicate our progress
- Educating and motivating our employees, as well as our business partners and communities, to work in a safe and responsible manner
- Selecting business partners based on their ability to run safe and responsible operations

- Fostering openness and dialogue on health and safety matters with both our internal and external stakeholders
- Continually seeking opportunities to reduce risk

The following two committees oversee Gildan's Health and Safety Program:

- The Global Health and Safety Steering Committee, comprising senior management and chaired by the Executive Vice President, Chief Human Resources Officer and Legal Affairs
- The Health and Safety Technical Committee, comprising health and safety managers and representatives from each of our geographic hubs

Facility managers at each of our sites are responsible for implementing their local health and safety management programs through our global OHS system. Annual incentives for facility managers are based in part on progress against key health and safety objectives. The OHS portion makes up 10–25% of eligible incentives, depending on the region and business unit.

Worker participation and involvement are foundational pieces of our OHS system. As of June 2021, we have established joint management-worker health and safety committees at all of our manufacturing facilities, and at most of our administrative offices and distribution centres. These committees meet monthly to review operational performance and discuss preventive measures. Committee members also perform facility inspections to identify potential problems, review any incidents, and provide recommendations for improvements.

PRIORITIZING ZERO HARM AND WORK-RELATED INJURY PREVENTION

Gildan strives to proactively identify hazards and control risks by conducting site assessments and planned job observations at Company-owned facilities. Whenever a safety incident occurs, we investigate the cause and implement necessary action plans to address any issues and help eliminate future risks. We also share lessons learned and make improvements to our practices, tools, and training as needed.

We use a systematic process to investigate work-related incidents, including fact-finding that involves affected employees, witnesses, subject-matter experts, and health and safety staff. The team analyzes the evidence to identify

potential root causes of the incident. A corrective and preventive action plan is then established to address issues such as equipment design and maintenance, work procedures, and the OHS management system.

Risk assessment results are utilized to identify improvement opportunities by focusing on the more critical risks within each operation. Controls are established at least once a year to address risks.

Apparel manufacturing inherently poses physical risks through exposure to repetitive movements and vibrations, as well as the tendency for incorrect posture, which can contribute to musculoskeletal disorders. As such, we conduct health awareness campaigns that include comprehensive information on ergonomics.

We also analyze data to determine which operations and roles are at higher risk of exposure to musculoskeletal disorders, and develop methods, training, and tools to reduce that risk and further protect our employees. For example, we learned that our people in sewing are at a higher risk of ergonomic hazards due to the repetitive nature of the work. To reduce this risk, shift managers in our Latin American and Bangladesh sewing facilities regularly lead specialized stretching-exercise routines.



“Globally, we have reduced our work-related accidents consistently in all our manufacturing facilities over the last three years, and I am incredibly proud of our teams for this achievement. This was accomplished during a very challenging period for Gildan, due to the impacts of COVID-19 and back-to-back hurricanes that impacted our manufacturing complex in Honduras. Despite these difficult events, we were able to lower our work-related accidents, which is very much a testimony to Gildan’s commitment to strong OHS standards at every single level of the organization, in good times and in hard times.”

– Mike Albright, VP, Human Resources of Manufacturing

ENSURING A SAFE WORKPLACE

Gildan’s open-door environment encourages employees to speak up about real or suspected misconduct or hazardous situations, and to stop work when they are concerned about a potential injury or illness that could harm them or one of their co-workers.

All employees can report concerns anonymously through our grievance mechanisms, including our Ethics and Compliance Hotline (see [page 54](#)). Workers can also report concerns to a member of the site management team, human resources, or a safety representative. Additionally, there are country- and site-specific processes that strive to enhance worker participation in workplace health and safety. For example, 88% of our sites have active safety committees and improvement teams in place to respond to employee concerns.

In an effort to encourage our employees to report work-related hazards, we reward them for doing so. Employees receive recognition for their engagement, with their picture and a description of their input on our plant message boards. Moreover, Gildan’s Whistleblowing Policy prohibits reprisals against employees or external stakeholders who come forward with safety-related concerns. The Whistleblowing Policy is communicated to all employees and posted for all to view.

YOUR IDEAS, GREAT RESULTS

In 2021, Gildan's U.S. yarn-spinning program, Your Ideas, Great Results, produced 138 employee improvement submissions. From these submissions, 110 ideas were approved and 89 were implemented. At our Eden facility, an employee suggested installing globe mirrors to increase visibility and minimize potential blind spots for pedestrians, tuggers, and lift truck drivers, to reduce the risk of pedestrians being injured by forklifts in shipping and receiving areas. In another example, at our Clarkton facility, an employee identified the presence of pinch points, moving equipment, and other hazards around operating equipment. This employee suggested re-engineering the equipment to eliminate future risk.

We routinely review our OHS programs and performance through keen observation of operations on our factory floor and employee input. Based on performance and suggestions, we made several improvements to our OHS programs throughout 2021, as follows:

- We were experiencing similar first aid incidents across our facilities in the cotton opening process. Upon investigating, we noticed that the PPE selection had not been standardized. We undertook a selection and approval process to locate the best options for our needs and, as a result, cut-resistant PPE became standardized across the U.S. yarn-spinning facilities
- Employees alerted us to a significant risk and potential of a serious injury or fatality (SIF) event caused by traffic congestion involving pedestrians and powered industrial vehicles in a particular area. After a thorough investigation, we were able to significantly reduce SIF exposure by regulating speed limits and redesigning traffic patterns
- It was noticed that on limited occasions, technicians and maintenance crew would use ladders and perform work over our yarn equipment, posing a risk of falling. To reduce this risk, we mounted platforms in these areas to provide them with a secure working surface to which they could safely tie off their harness and complete their work

- Recognizing that change is constant in any manufacturing area, we adopted a new machinery/modified machinery inspection process. This allowed us the opportunity to review the potential effects of our actions and account for them by mitigating hazards before our people are exposed
- Observations on the factory floor led us to believe that some of our machines may have come out of specification, and/or our guards had not been properly reapplied over time as numerous people used, adjusted, and repaired the equipment. We instituted inspections of our sewing and textile facilities to specifically address machinery and machine guarding
- After reviewing our program, we determined it was necessary to update our inspection guidelines for fire prevention throughout our manufacturing facilities
- Honduras was subjected to back-to-back hurricanes within a week, which exposed our facilities to risk of damage. In response to these events, we installed physical barriers to mitigate hazards from future hurricanes, and created an emergency precaution plan for hurricanes

GLOBAL SAFETY SCORECARD

We track work-related injuries through our Global Safety Scorecard, which is used at all Company-owned and operated facilities and contains data related to first aid, injuries, lost-time accidents, musculoskeletal disorders, lost workdays, working hours, and data related to injuries and severity rates. Senior leaders meet weekly to report on safety incidents and any shared lessons learned. The scorecard is shared among leaders across the Company, and we report progress to the Board's Compensation and Human Resources Committee quarterly. In 2020, we launched a new health and safety database to better track the metrics that feed into our Global Safety Scorecard, and in 2021 we continued to use this tool to inform us of health and safety trends.

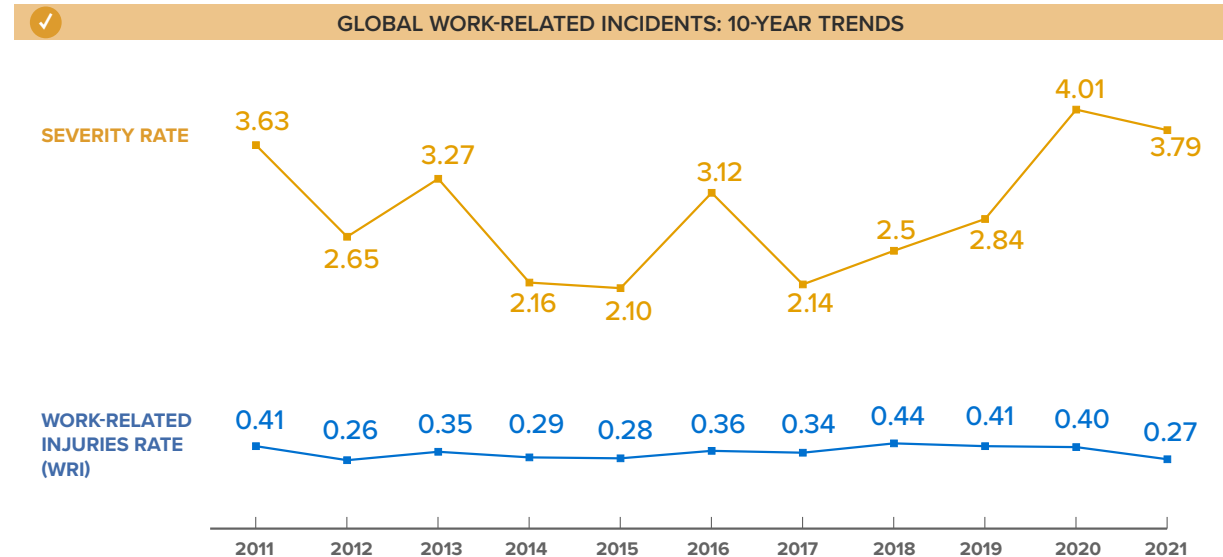
2021 SAFETY STATISTICS			
	2021	2020	2019
Employees globally represented by a local health and safety committee (%)	98	97	96
Number of training hours conducted on occupational health and safety (OHS) policies and procedures	280,000	207,481	180,670

INTERNAL HEALTH AND SAFETY AUDITS PERFORMED BY GILDAN			
Number of audits	15	6*	6

* The number in 2020 was changed to reflect a change in the number of audits from 27 to 6 to align with Gildan's internal audit criteria.

SAFETY INDICATORS			
Fatalities	0	0	0
Work-related injury rate* ✓	0.27	0.40	0.41
Severity rate* ✓	3.79	4.01	2.84
Lost-time injury frequency rate (LTIFR) for employees (cases per million hours worked) ✓	0.52	0.66	0.72
Lost days	1,780	1,458	1,545

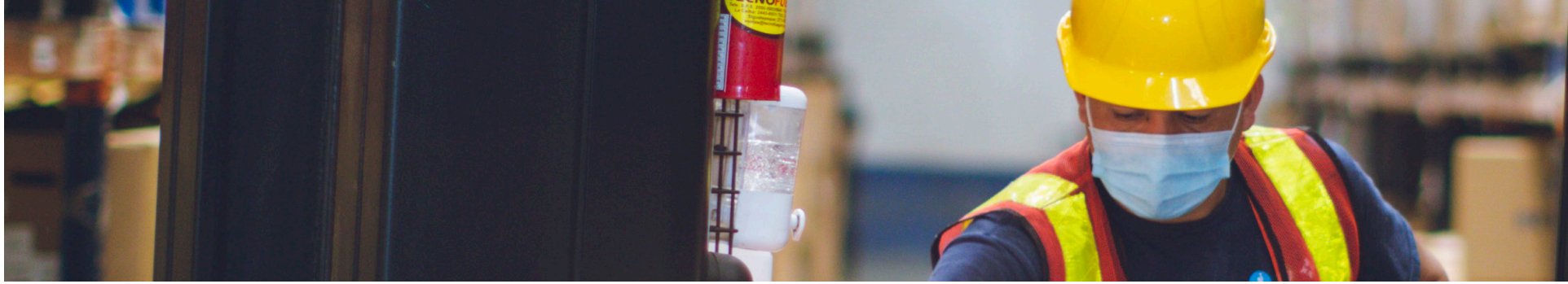
* Work-related injury (WRI) rate and severity rate for employees were calculated per 200,000 hours worked.



Note: The WRI rate is also known as the number of recordable injuries per 200,000 hours worked

HEALTH AND SAFETY PROGRAMS AND TRAINING

We conduct health and safety orientation and onboarding for all new employees, which gives the employee an understanding of general work-related policies and hazards. New employees are also provided job-specific training covering hazards and operational controls. Additionally, we conduct ongoing health and safety training for employees at all levels, at all Company-owned and operated facilities.



2021 HEALTH AND SAFETY TRAINING SESSIONS

A Training Needs Assessment or Gap Analysis is performed annually to determine our training requirements. We consider all known internal and external exposures associated with our industry, review first aid and injury logs, and consult with our people through safety committees and observations to determine health and safety training needs or requirements. A plan is then formed around providing our people with training and resources in these areas.

Recent training initiatives include those on:

- COVID-19 biosafety protocols
- General safety rules
- Emergency response and first aid

- Evacuation and brigade procedures
- Powered industrial vehicle safety
- Fire prevention and control
- High-risk tasks (i.e., tasks which by their nature are deemed hazardous)
- SIF prevention
- Safety awareness in our loading dock areas
- Safety leadership in management
- ISO 45001 requirements
- ISO 45001 Internal Auditor
- ISO 45001 Lead Auditor



2021 PERFORMANCE

- Started monitoring and assessing potential SIF events to reduce the possibility of these incidents
- Developed an emergency hurricane response plan
- Provided training to management teams in manufacturing on ISO 45001 requirements, safety leadership, and SIF prevention
- Evaluated and illustrated the maturity of our safety culture using the Dupont Bradley Curve
- Implemented scorecards to track leading indicators in our distribution centres
- Implemented convergence training for our yarn-spinning facilities and distribution centres
- Implemented an EHS Information System at our yarn-spinning facilities and distribution centres for incident reporting, and implemented Job Safety Analysis (JSA) and Corrective and Preventive Actions (CAPA) for inspections and reporting
- Implemented fall protection and prevention practices, as well as powered industrial vehicles and respiratory protection practices; we are also working with contractor management on confined space permitting entry

LOOKING AHEAD

In 2022, we plan to:

- Continue the transition of our OHS management system to ISO 45001 and conduct health and safety audits based on ISO 45001 criteria at all Gildan manufacturing facilities

- Improve incident management
- Revise confined space entry procedures
- Conduct fire prevention and response training
- Complete the development of our global ergonomics guidelines
- Restart pulmonary function testing of employees who work in our yarn-spinning facilities, to adhere to the OSHA cotton dust standard; this testing was paused due to COVID-19
- Based on 2021 results, focus on improving the following within our manufacturing operations:
 - Serious incidents prevention
 - Fire prevention
 - Risk assessments
 - Integrated emergency response plans
 - Contractor management
 - Biosafety management
- Begin working on ISO 45001 implementation at our U.S. facilities starting with communicating the requirements and expectations related to the management system
- Educate management and front-line managers on the fundamentals necessary for an effective Injury Illness Prevention Program
- Restructure OHS staffing to ensure coverage of all yarn spinning facilities and distribution centres, following the recent acquisition of Frontier Yarns

COMMUNITY ENGAGEMENT

OUR COMMUNITIES

Goal: Increase annual contributions to equal 1% of the Company's pre-tax earnings by 2026

Gildan has always been deeply committed to the communities where we work, because we understand that thriving communities can help foster resilient businesses.

Over the years, the Company has positively impacted socio-economic development in the regions where it operates, through meaningful community programs, win-win partnerships, and employee volunteerism. In 2021, we invested more than \$2.2 million in cash and in-kind donations to support our community partners.

Our community engagement activities have always been connected to our core business strengths and values, while



also aligning with local needs. These activities generally fall into four areas: youth education, wellness and active living, the environment, and entrepreneurship. In 2021, we focused our efforts on those affected by the impacts of COVID-19, the hurricanes in Honduras in late 2020, and the earthquake in Haiti.

As part of our response to the pandemic – which continued to be a challenge through 2021 as new variants emerged – Gildan donated more than five million masks to local communities in our manufacturing hubs in Honduras, Nicaragua, and the Dominican Republic. We partnered with recognized organizations like the Rotary Club, USAID, and the Department of Education to support a safe return to school in Honduras. In Nicaragua we partnered with the American Nicaraguan Foundation, and in the Dominican Republic, the Red Cross. We also provided masks to local and national government entities, who distributed them to other neighbouring communities. Additionally, we donated 60,000 surgical robes to a COVID-19 treatment centre in northern Honduras.

Gildan also supported fire and earthquake relief efforts in Honduras and Haiti respectively, donating more than 40,000 apparel units to the families affected by these events.

We support many local organizations throughout the year, enhancing their community programs and activities. In 2021, our manufacturing hubs donated apparel, school supply kits, office supplies, medication, and food to organizations supporting children with special needs, entrepreneurship fairs, medical brigades, orphanages, awareness campaigns, and more.

In line with our Next Generation ESG targets, we aim to incrementally increase our allocation of capital toward purposeful and value-driven projects in regions where the Company operates. Our goal is to gradually reach annual contributions equal to 1% of the Company's pre-tax earnings by 2026. We will also continue to facilitate and encourage employee volunteerism at all levels to further deepen local community impact.

CHARITABLE GIVING (\$)	2021	2020	2019
Total community investment (spend)	0.5M	1.2M	1.6M
Total in-kind giving	1.6M	0.9M	0.6M
Total	2.1M	2.1M	2.2M

OUR APPROACH

Our [Community Engagement Policy](#) and Community Investment Guidelines set out our approach and governance process. We work with our local teams to identify projects and partners in their communities, which we support through financial donations, employee volunteering, donation-matching, and product donations.

“Having local experts weigh in, offer their perspectives, and provide counsel is always essential when we design and implement our community engagement strategy. That is why our ESG Steering Committee is working with representatives from all our regional hubs to finalize our allocation framework and formalize global and local partnerships.”

– *Claudia Sandoval, Vice President, Corporate Citizenship*

In 2019, Gildan conducted a Social Return on Investment (SROI) study on our community engagement work in Central America, which showed that our efforts in the region had quantifiable positive impacts. For example, in Nicaragua, each \$1 invested amounted to \$19 in returned value for stakeholders. The results of the study helped inform our community investment strategy in the region, where we've focused on education, environmental programs aimed at improving water security and waste management, and programs promoting active and healthy lifestyles.

As we continue to develop a framework around increased annual contributions, we'll continue to use the metrics of the study, as well as build out metrics that will track performance across stakeholder groups. Examples include volunteering's impact on employee engagement, and community engagement's impact on access to talent and partnerships with local suppliers who have a proven track record of strong ESG performance.

ENVIRONMENTAL CONSERVATION IN COMMUNITIES

As part of our ESG strategy, we recognize the need for partnerships that align with and support our environmental targets. That's why we have formed an important technical and financial cooperation agreement with Fundación Merendón, an organization focused on the conservation of natural resources in the Merendón mountain range of Honduras, where Gildan's largest textile operation is located.

In 2021, Fundación Merendón engaged with three communities within the neighbouring city of Choloma: Quebrada Seca, Río Nance, and San José de Los Laureles. The organization consulted with these communities to understand their needs. Fundación Merendón's efforts helped identify three specific initiatives that will be carried out in 2022: environmental education for children from the three communities, the strengthening of community water boards, and environmental conservation activities that support water resource protection (e.g., tree planting).

THE POWER OF EDUCATION

We believe supporting education helps secure the future and longevity of our communities. By strengthening the infrastructure, economy, and talent of the communities in which we work, we contribute to the continued success of both Gildan and these communities. Moreover, through these efforts, we build important, trusting relationships with our local and national stakeholders.

We provide targeted investments in three areas of education:

1. Technical education programs that help develop the various skills required across our operations
2. Building and upgrading education infrastructure
3. Community education programs focused on nutrition, hygiene, violence prevention, and women's empowerment initiatives

ROOM TO READ

We have partnered with Room to Read in Bangladesh, a non-profit that aims to transform the lives of children through education. The organization helps girls in grades 6–12 develop both standard education skills and knowledge about how to address common gender barriers.

Girls receive guidance from local female mentors, allowing them to ask questions and learn about the effects of gender bias in their communities, safely and constructively. The program also seeks to create a supportive environment outside the classroom, through meetings and workshops with parents and other community members on gender bias and female empowerment.

Additionally, at-need families are eligible for financial support as part of the program, to help their daughters attend school. Since the start of the partnership in 2017, Gildan has donated more than \$150,000 to the organization, helping nearly 500 girls access the education they need.

THE ROAD TO INDEPENDENT ADULTHOOD

In Nicaragua, Gildan partners with Antorcha, a non-profit organization that supports and trains young people with disabilities. The organization defends their rights and contributes to the personal development of these young adults through technical and vocational training. It also provides opportunities for diverse occupational training through various workshops, allowing students to discover and develop their individual abilities and work towards finding employment.

ECONOMIC DEVELOPMENT

We aim to contribute to community economic development through direct and indirect employment, investments in building facilities, and purchasing from local suppliers. We've hired approximately 85% of our managers from the communities where we operate, and we work with more than 2,200 local suppliers across our operations.

Sourcing from local suppliers wherever and whenever possible allows us to create value for a wide variety of local businesses, while also reducing transportation costs, GHG emissions from transportation, and lead time. Relationships with local suppliers also improve our own supply chain resiliency – an advantage that has become crucial over the last two years, given that the COVID-19 pandemic and Russia's invasion of Ukraine have disrupted supply chains globally.

COUNTRY	NUMBER OF SUPPLIERS (2021)
Bangladesh	392
Canada	222
Dominican Republic	317
Honduras	555
Nicaragua	274
United States	456
Total	2,216

In 2021, Gildan's total expenditures for materials and services with local suppliers exceeded \$850 million. Additionally, in a continuing effort to enhance our ESG reporting, in 2021 we also included expenditures related to local suppliers in Canada and the United States.





SUPPORTING ENTREPRENEURSHIP

Our entrepreneurial spirit is at the heart of Gildan's success. As such, we strive to inspire and support aspiring entrepreneurs, in the hope that they may one day join Gildan's team or offer innovative new services that improve our Company.

Our investments in entrepreneurship help:

- Promote entrepreneurial spirit and new business ventures in the communities in which we operate
- Support individuals in the communities in which we operate
- Strengthen our relationships with professional schools
- Create a measurable change in entrepreneurial skills and competencies, levels of interest in entrepreneurship, and employee engagement

GIVING ENTREPRENEURS A START

In 2021 and early 2022, we partnered with the Canadian Embassy in Santo Domingo to provide training, guidance, and encouragement to aspiring women entrepreneurs in the Dominican Republic. The program Gildan engaged in, called "The Community Startup" in partnership with Circle of Women with Disabilities (CIMUDIS), trained 100 women from the Federación de Mujeres en Desarrollo de San Antonio de Guerra (FEMUGUE), a community development organization based in San Antonio de Guerra, to help them develop entrepreneurial skills and gain greater economic independence. Gildan also held entrepreneurship fairs at its facilities in San Antonio de Guerra to promote these new businesses among their employees.

HOW WE APPROACH TAXATION

Our operating profits are taxed in each jurisdiction in which we operate, as governed by all applicable fiscal regulations and laws. Some countries in which we operate offer significantly lower tax rates than others, as a means of encouraging investment in the country and with the objectives of creating employment and economic activity. Where we do have a presence in low-tax jurisdictions, we do so for commercial reasons, including local production, manufacturing, and trading activity. Our overall tax rate is consistent with our operating structure and includes the effect of the various tax rates on the earnings of our foreign subsidiaries.

DEI BEYOND THE WORKPLACE

Gildan's commitment to DEI extends beyond its workforce. In 2021, Gildan supported Project 10, a Canadian-based organization that works to promote the personal, social, sexual, and mental wellbeing of lesbian, gay, bisexual, transgender, transsexual, two-spirit, intersex, and questioning (LGBTQIAS+) young people between the ages of 14 and 25. Gildan provided financial assistance to Project 10's summer camp, which provides a safe, bilingual environment where young people can deepen connections, build confidence, and have fun. In addition, Gildan donated clothing to the organization, which focuses on providing its beneficiaries with gender-neutral clothes.

2021 PERFORMANCE

- Began developing a framework for gradually reaching annual contributions equal to 1% of the Company's pre-tax earnings by 2026
- Volunteered approximately 600 hours in the Dominican Republic in two reforestation activities, planting more than 3,000 trees at San Luis National Park and along the Higuamo River
- Honduran volunteers interacted with children of the Amor y Vida Foundation to help supply necessities for their home pantries, share gifts, and celebrate with activities during the holiday seasons
- Began developing a framework for a Company-wide program that looks to reach 100,000 hours of employee volunteerism by 2027



LOOKING AHEAD

In 2022, we plan to:

- Finalize the revision of our Community Investment Policy to align with our new ESG strategy and targets
- Develop a Community Investment Roadmap and timeline to gradually increase our investment to 1% of pre-tax profit over the next four years
- Develop a governance structure to manage increased community investments moving forward
- Identify partners and initiate discussions with selected partners
- Increase the number of volunteer activities in our manufacturing locations



GOVERNANCE



Operating in a responsible, ethical, and transparent manner is at the core of Gildan’s business strategy, and it has long been a key element of our success. As one of the leading vertically integrated manufacturers in the apparel industry, we produce the vast majority of our products in our Company-owned and/or operated facilities. This gives us the advantage of exercising direct control over how we operate, and it enables us to prioritize ESG across our operations.

As we aim to reach our Next Generation ESG targets, we will hold ourselves accountable by transparently sharing our journey with stakeholders. To that end, we commit to further enhancing our ESG disclosures across all our focus areas, thereby allowing stakeholders to make better informed ESG-based decisions and facilitating a high degree of trust and understanding.

For example, in 2022, we plan to issue a report containing further disclosures aligned with the TCFD framework. This report will detail the Company’s climate-related governance, strategy, risk management, metrics, and targets.

SECTIONS

- CORPORATE GOVERNANCE
- ETHICS AND INTEGRITY STANDARDS
- ESG GOVERNANCE
- STAKEHOLDER ENGAGEMENT
- RISK MANAGEMENT
- DATA PRIVACY AND CYBERSECURITY
- PUBLIC POLICY AND ADVOCACY

CORPORATE GOVERNANCE

OUR APPROACH

Board of Directors

An independent Board of Directors is crucial to ensuring effective oversight of the Company's management. In 2021, nine out of the 10 Gildan Board members were independent. Our President and Chief Executive Officer, who founded the Company, is the only non-independent member. Our independent Board members meet on a quarterly basis, and hold meetings on special topics as required. At each of these meetings, the independent Directors meet without the presence of management.

Only independent members sit on the Board's three committees: The Audit and Finance Committee (Audit Committee), the Compensation and Human Resources Committee (HR Committee), and the Corporate Governance and Social Responsibility Committee (Governance Committee). Our Board of Directors follow robust corporate governance practices that go beyond compliance with Canadian and U.S. legislation and stock exchange requirements.

The Board's Diversity Policy embodies its approach to achieving a mix of Board members who offer diverse and complementary skills, experience, expertise, and perspectives. The Board updated the Board Diversity Policy to reflect an expanded definition of diversity and committed to a target of achieving at least 30% female representation on the Board at or prior to the Company's 2023 shareholder meeting.

Key best practices in corporate governance reflected by the Board include:

- All members of our Board are independent, except the Chief Executive Officer
- Only independent Directors serve on Board committees
- Annual election of Directors (no staggered terms)
- Directors elected individually (no slate voting)
- Directors elected by majority vote
- Board tenure and term limits (15 years of service or age 72, whichever occurs earlier)
- Private sessions of independent Directors at all Board and committee meetings
- Proactive engagement and collaboration with shareholders and other stakeholders

The following corporate governance policies provide a framework to ensure that management remains aligned with shareholders' interests and the long-term mission of creating value for all stakeholders:

- [Whistleblowing Policy for Employees and External Stakeholders](#)
- [Board Diversity Policy](#)
- [Majority Voting Policy](#)
- [Shareholder Engagement Policy](#)
- [Anti-Corruption Policy and Compliance Program](#)

More information can be found on the [Governance page](#) of our website.

WOMEN IN GOVERNANCE

Gildan maintains its commitment, embedded in the Board Diversity Policy, to advance gender equality. In 2021, women comprised 30% of Gildan's Board of Directors, and two of the three Board-level committees are chaired by women. In 2021, two of these committees comprised more than 30% female representation, and one has full gender parity.

- Governance Committee: 50% women (2/4 members)
- Audit Committee: 33% women (2/6 members)
- HR Committee: 33% women (2/6 members)

2021 BOARD STATISTICS	
DIRECTOR TENURE	
Less than 5 years	6
6–10 years	3
More than 10 years	1
DIRECTOR GENDER DIVERSITY	
Men	7
Women	3
DIRECTOR AGE DIVERSITY	
In their 50s	2
In their 60s	8
In their 70s	0
GEOGRAPHICAL LOCATION	
In Canada	6
In United States	4



DIRECTOR AND EXECUTIVE PAY

Over the past year, the HR Committee reviewed Gildan's executive compensation program, both to enhance the program and ensure it continues to align with shareholder interests. Furthermore, in light of the feedback expressed through the advisory vote on executive compensation pertaining to the 2020 compensation program and related decisions, the Board engaged with 15 of its largest shareholders to review and address any concerns. Based on its annual compensation review, as well as feedback received from shareholders regarding the 2022 executive compensation program, the Board implemented the following changes for 2022. These were positively received by shareholders during the 2022 advisory vote on executive compensation.

- Adopted relative performance measures, using our Proxy Reference Group, for determining future award payouts under the Long-Term Incentive Plan (LTIP)
- Added Total Shareholder Return (TSR) to the existing measures of Revenue and Return on Net Assets as KPIs under the LTIP
- Included ESG goals in the short-term incentive program

The addition of the TSR metric and the focus on relative performance measures creates even greater alignment between executive compensation and shareholder interests, and these provide added flexibility as the Company moves through economic cycles.

The inclusion of ESG as an element of executive compensation is also a significant step in Gildan's sustainability journey. ESG is core to its long-term business strategy and has long been a key element of its success, and the Company is determined to build on its strong foundation to do even more in the ESG sphere. To ensure ESG remains a key focus for our leadership team, ESG goals were included in the determination of short-term compensation awards.

2021 PERFORMANCE

- Reviewed the composition, skills, and diversity of the Board to identify gaps and target specific expertise
- Recruited a new Director with expertise in international supply chain and sustainable sourcing
- Voted to increase the Board's size to 11, beginning in 2022, to enhance composition and broaden expertise
- Set a target to achieve at least 30% female representation on the Board at or prior to the Company's 2023 shareholder meeting
- Retained an independent advisory firm to review the Board's processes and structure, composition and succession planning, and oversight of ESG matters, as well as to benchmark Gildan's practices against its industry peers and best-in-class companies
- Established a mentorship program for new Directors
- Reviewed Gildan's Next Generation ESG strategy and targets related to climate, energy and water, circularity, human capital management, long-term value creation, and ESG transparency and disclosure; agreed with management to accept these targets, KPIs, and roadmaps, which will be reported to the Board on a quarterly basis

LOOKING AHEAD

In 2022 we plan to:

- Analyze and implement, as appropriate, the recommendations of the independent advisory firm on Board effectiveness, with a view to strengthening the performance and effectiveness of the Board and its committees

ETHICS AND INTEGRITY STANDARDS

OUR APPROACH

Our Compliance Steering Committee oversees our approach to ethics compliance. This executive-level committee operates under the leadership of our President and Chief Executive Officer and oversees the Company's global compliance programs in a number of areas, including ethics, environment, labour, human rights, fraud, bribery, health and safety, and sustainability. The committee is accountable to the Board of Directors and reports quarterly on important compliance matters to the Governance Committee of the Board.

Five subcommittees report to the Compliance Steering Committee:

- Ethics and Fraud Compliance
- Financial and Securities Law
- Operational Compliance
- Tax Compliance
- Information Security

All complaints and compliance issues are reported to the Ethics and Fraud Compliance Committee, which determines the issues that need to be reported to the Governance Committee. The Audit Committee is also notified by the Internal Audit department if a complaint relates to accounting, internal controls, or audit matters, or if fraudulent conduct is involved. In such instances, the Audit Committee determines how the case will be handled.

More information can be found on the Company's website [Ethics & Compliance](#).

CODES AND POLICIES GOVERNING ETHICAL BEHAVIOUR AND ACCEPTABLE BUSINESS PRACTICES

Code of Ethics: Addresses matters such as conflicts of interest, corruption, integrity, confidentiality of corporate records and information, protection and use of corporate assets, employee relations, human rights, health and safety, insider trading, legal compliance, and the reporting of unethical or illegal behaviour.

Anti-Corruption Policy and Compliance Program: Outlines our policy against bribery and all other forms of prohibited payments, including facilitation payments; Anti-Corruption Compliance Officers from each of our geographic hubs report any instances of solicitations for prohibited payments or non-compliance with our policy to the Compliance Steering Committee.

Code of Conduct: Aligns with internationally recognized standards such as the ILO and the FLA; the Code comprises 12 principles that state our positions on fundamental labour rights and business practices.

Social & Sustainable Compliance Guidebook: Provides a system for our facilities, as well as third-party contractors and suppliers, to meet Gildan's compliance standards and adhere to laws, principles, conventions, standards, and codes.



ANTI-CORRUPTION POLICIES AND PRACTICES

Gildan requires all new employees to acknowledge that they have read and understand the Anti-Corruption Policy and Compliance Program, as well as other key guidelines and policies. We also require all key employees to participate in an annual policy review process and to acknowledge their compliance with the Company's codes and policies, including

the Anti-Corruption Policy and Compliance Program, and to disclose any potential conflicts of interest.

Information on key policies, including our Anti-Corruption Policy and Compliance Program, is available through the Company's internal portal, and through [Gildan's Corporate website](#).

GRI 102-17 102-33 103-3 205-1 205-2 308-1 SASB CGAA-430b.2



SUPPLIER AND CONTRACTOR STANDARDS

Our relationships with our contractors are governed by our [Responsible Production and Sourcing Policy](#). Gildan requires all third-party manufacturing contractors and key raw material suppliers to comply with our ethical, social, and environmental standards as a condition of doing business with us. Our contractors and suppliers must formally acknowledge our standards and agree to comply with them throughout the term of their relationship with us.

To ensure this compliance, Gildan requires all suppliers (contractors) to sign a legally binding vendor agreement prior to receiving any orders that will be placed with them. The agreement is an extensive document that outlines all the terms and conditions applicable when doing business with Gildan, and it outlines expectations, processes, procedures, and helpful guidance for contractors. The vendor agreement also includes Gildan's Code of Conduct and Code of Ethics; expectations regarding assessments and remediation; other assessments suppliers may be subject to, like FLA assessments; and additional policies on unauthorized subcontracting, bribery, counterfeiting, anti-corruption, and anti-fraud, among others. Contracted facilities for newly acquired brands sign the vendor agreement in accordance with the timelines established through Gildan's onboarding process, during which brands integrate into Gildan standards, procedures, and operations.

Prior to sourcing from a third-party contractor facility, Gildan conducts various investigations and assessments to review the contractors' history, including its reputation, any past instances of non-compliance with laws and regulations, workplace policies and standards, quality control, and cost efficiency, all of which inform Gildan's sourcing decision-making process. For workplace policies and standards, the Company requires a profile and self-assessment from every new facility, and then conducts a full audit of the facility. Gildan evaluates new third-party contractor facilities in the same manner as existing facilities, and following the audit, the facility receives a colour rating. If the facility receives a green, yellow, or orange rating, it is approved for production. Gildan will not approve facilities that receive a red or black rating. For more information on our audit rating system, please refer to page 6 of our [Social & Sustainable Compliance Guidebook](#).

In the event of non-compliance, our regional compliance teams will work with the contractor to develop a management action plan, which ensures appropriate mitigation is put in place to prevent recurrence. Progress on each action plan is tracked through our Corporate Social Responsibility data platform. If a contractor is not able to demonstrate improvements within a prescribed timeframe, we reserve the right to terminate our relationship with them.

REPORTING VIOLATIONS AND GRIEVANCES

Gildan's [Whistleblowing Policy for Employees and External Stakeholders](#) details its procedures for, and response to, complaints and concerns about improper practices or questionable acts by Gildan or its employees, officers, Directors, consultants, contractors, agents, or suppliers. The policy provides our employees and external stakeholders with communication channels that allow them to raise concerns in confidence, and anonymously if desired, without fear of reprisal or retaliation. Employees can report concerns to their supervisor, department head, local HR department, or legal department. Employees can also report concerns to the:

- Chair of the Board of Directors
- Chair of the Ethics and Fraud Compliance Committee
- Chair of the Audit and Finance Committee
- Ethics and Compliance Hotline

The Ethics and Compliance Hotline is a confidential, 24-7 service managed by an independent third-party provider. Local, toll-free hotline numbers are posted in each office or plant location and published on the Gildan website. The service is available in the local languages of each country in which we operate.

Gildan undertakes to investigate and remedy all good-faith complaints or concerns within a reasonable timeframe. Quarterly reports on hotline calls are presented to the Ethics and Fraud Compliance Committee, which communicates any significant issues to the Compliance Steering Committee, followed by the Audit Committee and the Governance Committee.

More information about our official [Whistleblowing Policy](#) can be found on our website.

ETHICS STATISTICS (HOTLINE, BREACHES, DISMISSALS, SUPPLIER COMPLIANCE)			
	2021	2020	2019
Number of calls to the Ethics and Compliance Hotline*	30	26	35
Reported breaches of Anti-Corruption Policy and Compliance Program and/or the Code of Ethics Policy	1	0	0
Number of employees dismissed or disciplined for breaches of the Anti-Corruption Policy and Compliance Program and/or the Code of Ethics Policy	7	0	0
Number of business partner contracts terminated or not renewed due to violations or breaches of the Anti-Corruption Policy and Compliance Program and/or the Code of Ethics Policy	3	0	0

* The majority of calls to the Ethics and Compliance Hotline related to minor human resources issues, specifically labour and workplace conduct concerns.



In addition to the grievance mechanisms outlined in the Company's Whistleblowing Policy for Employees and External Stakeholders, employees can submit suggestions and/or grievances through suggestion boxes that are located throughout our facilities and which allow our employees to provide their input so as to identify and mitigate potential risks and/or capitalize on potential opportunities.

NUMBER OF GRIEVANCES SUBMITTED BY EMPLOYEES RECEIVED AND RESOLVED THROUGH GRIEVANCE MECHANISMS			
	2021	2020	2019
Grievances received	2,686	934	3,272
Grievances resolved	2,631	755	2,908

In 2021, we received 2,686 employee suggestions/grievances and resolved 2,631 of those. Grievances were primarily related to human resources matters such as cafeteria services, facility maintenance, and industrial relations. The remaining 55 suggestions are pending; some relate to major investments or changes in procedure, and so they require review and completion time.

In cases where suggestions may be classified as grievances, we take the steps outlined in our Whistleblowing Policy for Employees and External Stakeholders, as follows.

1. **Review:** After a suggestion is submitted, it is vetted to determine whether it is a grievance and to identify the nature or severity of its cause.
2. **Investigate:** If a grievance has been determined, it is investigated by the Human Resources department at the respective manufacturing facility.
3. **Plan:** An action plan, response, or approach is developed for remediation, with agreement from all parties.
4. **Implement:** Grievance remediation efforts are implemented, often within a predisposed time period, and the case is monitored, logged, and archived.

Providing our workers access to various grievance mechanisms – such as suggestion boxes, roundtables, and an Ethics and Compliance Hotline – has long been part of Gildan’s culture. With the widespread use of smartphones among our employees, in 2021, we implemented a Digital Grievance Program in two of our facilities in Honduras and Nicaragua.

Using the WOVO worker engagement app on their phone, workers can raise concerns and/or offer suggestions to Company management, directly and anonymously, and receive timely responses and remediation as needed. Grievances are categorized into topics such as health and safety, recruitment, and wages. Once the employee receives a response, they rate how well the grievance was handled (satisfied or unsatisfied) and the case is closed.

In addition, workers have access to other features on the WOVO app, such as surveys that allow them to voice their opinions on a variety of topics, and a training module that gives them the opportunity to develop their skills and professional knowledge.

In the six months since its implementation, we have registered more than 2,800 users, and close to 200 workers have completed at least one training session. Through surveys and interviews, workers have expressed overall satisfaction with the app, saying they like having a “confidential and anonymous” way to express concerns, and that the app is “user friendly” and “convenient.”

EMPLOYEE TESTIMONIALS

“It is a benefit because of its ease of access, the surveys, [and] the newsletters, and it allows us to provide suggestions or voice complaints anonymously. It is also a benefit because we can interact with both the Company and our bosses so that they can give us an immediate response.”

– Team Leader

“We can also see available job postings. We can find a lot of information there for employees. It is a super-easy app that I can also use at home. You can take your time to voice any concerns you have.”

– Customer Service Representative

“It is an excellent tool that allows me to express myself, and I can quickly access it with a single click.”

– Quality Auditor

“I like the app. I have read it, and I have seen different topics. I liked them. They are very good.”

– Janitor



2021 PERFORMANCE

- We implemented a digital grievance program in two of our facilities, in Honduras and Nicaragua

LOOKING AHEAD

In 2022 we plan to:

- Begin the implementation of digital grievance mechanisms in our owned facilities
- Through a third-party consultant, we will implement global training on our grievance mechanisms at our owned facilities in the Americas and Bangladesh, and at some of our contractor facilities in Asia

ESG GOVERNANCE

The Corporate Governance and Social Responsibility Committee (Governance Committee) assumes overall responsibility for monitoring and reviewing the Company's ESG practices, performance, risks and opportunities, and public reporting. The Committee is composed entirely of independent Directors, with some members having significant experience in ESG subject areas.

In 2021, we formed a new ESG Steering Committee comprising executive and senior management, to develop and oversee our Next Generation ESG strategy. The Committee is co-chaired by the Chief Executive Officer and the Chief Financial and Administrative Officer. Five working groups chaired by senior leaders across all areas of the organization support the committee in delivering on the Company's Next Generation ESG strategy and targets. The ESG Steering Committee meets on a quarterly basis to review progress towards implementing the strategy and performance against the various ESG KPI metrics. More information on Gildan's Next Generation ESG strategy and targets is provided on [pages 12-15](#) of this report.

At a corporate and operational level, the Centre of Excellence (COE) for ESG is led by our Senior Vice President, Taxation, Sustainability, and Governmental Affairs, and our Vice President, Corporate Citizenship, both of whom provide ESG governance across the Company. In addition to ESG governance, the COE team serves as a facilitator and integrator of sustainability across the Company.



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GRI



STAKEHOLDER ENGAGEMENT

We proactively engage and collaborate with a wide variety of stakeholders. These strong relationships allow us to learn from one another, collaborate, and fulfill our mission of creating value in everything we do.

Our [Global Stakeholder Engagement Policy](#) outlines how we manage stakeholder engagement. Our strategy includes one-on-one discussions, focus groups, or roundtables facilitated by independent facilitators; workshops and seminars; confidential questionnaires; and mechanisms by which to capture anonymous feedback. Additionally, to improve all stakeholders' access to information, our [Code of Conduct](#) has been translated into the following languages: Bengali, Chinese, English, French, Haitian Creole, Hindi, Italian, Japanese, Khmer, Korean, Polish, Sinhalese, Spanish, Tamil, Urdu, and Vietnamese.

2021 PERFORMANCE

- Oversaw the Shareholder Engagement Policy and implemented a proactive shareholder engagement plan for key institutional shareholders
- Incorporated investor feedback into our Next Generation ESG strategy and targets
- In relation to last year's Say-on-Pay, we held meetings with our largest shareholders, including multiple meetings with several of these shareholders

LOOKING AHEAD

In 2022, we plan to:

- Continue to proactively engage with our shareholders, including meetings with key institutional shareholders
- Link short-term executive pay to ESG goals

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STAKEHOLDER ENGAGEMENT			
STAKEHOLDER	HOW WE ENGAGE	FREQUENCY	TOPICS OF INTEREST
INVESTORS/ SHAREHOLDERS/ FINANCIAL INSTITUTIONS	<ul style="list-style-type: none"> • Annual General Meeting • Earnings conference calls • Investor perception study • Investor days • Site tours • Investor meetings with Company management • Institutional investor conferences • Shareholder engagement meetings with the Board of Directors 	<ul style="list-style-type: none"> • Ad hoc • Quarterly • Annually • Every two years • Every three years 	<ul style="list-style-type: none"> • Strategy • Capital allocation • Executive leadership (succession planning/ compensation and alignment) • ESG/sustainability • Governance
EMPLOYEES/ UNIONS	<ul style="list-style-type: none"> • Global employee engagement and pulse surveys • Worker–management committee meetings • Gildan internal communications • Roundtables 	<ul style="list-style-type: none"> • Ad hoc • Weekly • Monthly • Bimonthly • Every two years • Every three years 	<ul style="list-style-type: none"> • Employee wellbeing • Working conditions • ESG/sustainability • Freedom of association • Collective bargaining agreements • Health and safety • Human and labour rights • Operational water and wastewater management
CUSTOMERS	<ul style="list-style-type: none"> • ESG customer audits of our facilities • Site visits/facility tours • Customer meetings with management • Conferences • Tradeshow • Social media 	<ul style="list-style-type: none"> • Ad hoc • Bimonthly • Quarterly • Every two years • Every three years 	<ul style="list-style-type: none"> • Human and labour rights • Responsible sourcing • Traceability • Product quality • ESG/sustainability • Health and safety • Business ethics and compliance
NGOs	<ul style="list-style-type: none"> • Memberships • Audits • Roundtables and conferences • Committee meetings 	<ul style="list-style-type: none"> • Ad hoc 	<ul style="list-style-type: none"> • Employee wellbeing • Human and labour rights • Freedom of association • Actions towards climate change • Health and safety • Responsible sourcing
LOCAL COMMUNITIES	<ul style="list-style-type: none"> • Town hall meetings 	<ul style="list-style-type: none"> • Quarterly 	<ul style="list-style-type: none"> • Community development • Education programs • ESG/sustainability • Economic impacts
STUDENTS/ ACADEMIA/ SCHOOLS	<ul style="list-style-type: none"> • Mentoring • Internships • Participation in research projects 	<ul style="list-style-type: none"> • Annually 	<ul style="list-style-type: none"> • Education programs • Job creation • Human and labour rights
GOVERNMENT	<ul style="list-style-type: none"> • Direct meetings • Advocacy efforts (e.g., responding to proposed legislation lobbying, providing written submissions respecting proposed legislation, etc.) 	<ul style="list-style-type: none"> • Ad hoc 	<ul style="list-style-type: none"> • Direct foreign investment • International trade • Legal security • Job creation • ESG/sustainability • Business ethics and compliance • Human and labour rights
CONTRACTORS/ SUPPLIERS	<ul style="list-style-type: none"> • Training • Social compliance audits 	<ul style="list-style-type: none"> • Ad hoc • Annually 	<ul style="list-style-type: none"> • ESG/sustainability • Business ethics and compliance • Human and labour rights • Health and safety



STAKEHOLDER ORGANIZATIONS		
ORGANIZATION	AREA OF FOCUS	RELATIONSHIP
Sustainable Apparel Coalition (SAC)	Environmental and labour	<p>The Sustainable Apparel Coalition is an industry-wide group of leading apparel and footwear brands, retailers, manufacturers, non-governmental organizations, academic experts, and government organizations working to reduce the environmental and social impacts of apparel, footwear, and textile products around the world.</p> <p>SAC provides the apparel industry with tools and platforms to create a common sustainability standard. Gildan has been an SAC member since 2013.</p>
Fair Labor Association (FLA)	Labour rights	<p>The mission of the FLA is to combine the efforts of business, civil society organizations, and colleges and universities to promote and protect workers' rights and to improve working conditions globally, through adherence to international standards. Companies that join the FLA commit to upholding the FLA Workplace Code of Conduct (which is based on ILO standards) and to establishing internal systems for monitoring workplace conditions and maintaining code standards throughout their supply chains. The FLA conducts independent and unannounced audits of factories used by FLA affiliates to evaluate compliance of all code elements and verify companies' internal compliance efforts.</p> <p>Gildan has been an FLA member since 2003 and was the first vertically integrated apparel manufacturer to have its Social Compliance Program accredited by the FLA, in 2007. In 2019, Gildan's Social Compliance Program was reaccredited by the FLA.</p> <p>We are subject to periodic audits by the FLA to ensure that we have implemented systems and procedures to uphold FLA standards in our supply chain.</p>
International Labour Organization (ILO)	Labour rights	<p>The ILO is devoted to promoting social justice and internationally recognized human and labour rights, and brings together governments, employers, and workers' representatives of 187 member-states to set labour standards, develop policies, and devise programs that promote decent work for all.</p> <p>Gildan participates in the ILO Better Work Program through its third-party contractors in Haiti and Company-owned facilities in Nicaragua. The program aims to improve compliance with labour standards and competitiveness in global supply chains.</p>
Worldwide Responsible Accredited Production (WRAP)	Social compliance	<p>WRAP is an independent, objective, non-profit team of global social compliance experts dedicated to promoting safe, lawful, humane, and ethical manufacturing around the world through certification and education, primarily focusing on certifying workplaces as per 12 principles. These principles are based on generally accepted international workplace standards, local laws, and workplace regulations, and include the spirit or language of relevant conventions of the ILO, the UN Guiding Principles on Business and Human Rights, and the OECD's Guidelines for Multinational Enterprises.</p> <p>All our sewing facilities, and our vertically integrated facility in Bangladesh, are WRAP-certified.</p>
Supplier Ethical Data Exchange (SEDEX)		<p>Gildan is a member of SEDEX, which provides member companies with a secure web-based platform to store and share SEDEX Members Ethical Trade Audit reports. Being a member of SEDEX allows us to benchmark our social compliance monitoring tools and transparently share results with key stakeholders.</p>
Ethisphere	Ethics	<p>The Ethisphere Institute is a for-profit company that defines and measures corporate ethical standards, recognizes companies that excel, and promotes best practices in corporate ethics.</p> <p>Gildan is a member of Ethisphere's Business Ethics Leadership Alliance.</p>
Sustainable Brands	Social and environmental	<p>Gildan is a member of Sustainable Brands, the premier global community of brand innovators who is shaping the future of commerce worldwide.</p>

RISK MANAGEMENT

We believe a business strategy should include not only sound risk management practices but also the vision to see the opportunities within those risks. By understanding the most critical risks facing the Company's business, including those related to ESG, we can proactively put in place systems to mitigate those risks while concurrently pursuing any opportunities they present, and foster a Company-wide culture of risk and opportunity awareness.

When it comes to climate risk, for example, we are reducing our dependence on fossil fuels and for many years have been developing and implementing renewable biomass energy. Our investments in biomass technology have enabled us to mitigate our impacts with regard to climate change and reduce our exposure to an increasing number of climate-related regulations and laws and rising fossil fuel prices; this results in lower operational costs compared to our peers.

In terms of oversight, the Board has implemented a risk governance framework and receives quarterly updates from management on key risks for each of the Company's principal business units. For example, in 2021, the Board received quarterly updates from management on ongoing risks and mitigation strategies related to the COVID-19 pandemic.

Additionally, each year, the Board meets with management to review and discuss the Company's annual and long-term strategic plans, the main risks the business faces, overall industry trends and developments, and strategic opportunities.

In 2021 we started efforts to align with the TCFD framework, which include climate risks and opportunities, in Gildan's [ESG 2020 Report](#). Additionally, more information on general risks to our business can be found in our [2021 Annual Report](#). We are currently enhancing the work undertaken in this area and will be providing a TCFD update (including updating our climate-related risks and opportunities) in our inaugural climate change disclosure report, which will be published late 2022.

POLICIES AND ACCOUNTABILITY

Our Board of Directors provides overall risk oversight based on our risk governance framework, which lays out specific policies and processes for the continuous assessment of risks to our business. These include risks related to operations, finances, compliance, strategy, and the environment, as well as political, social, and human rights risks.

Gildan's management team is responsible for managing risk on an ongoing basis. Our Vice President, Internal Audit and Enterprise Risk Management is the highest-ranking person charged with operational risk management. This role provides risk management oversight, including that of the various mechanisms that monitor and report risks to the Board of Directors. Each operating unit, function, or department is also responsible for actively managing and monitoring its respective risks throughout the year.

Our risk management team conducts an annual assessment of strategic and operating risks to the Company. The results

are compiled into a registry that is used to develop and track mitigation strategies and key risk indicators. The results of this process are communicated to the Company's senior executive management team and to the Board of Directors.

Additionally, our Internal Audit department conducts periodic reviews to ensure that management has implemented robust compliance programs and procedures to mitigate risks, including those related to our social, environmental, and health and safety practices. Our social compliance team supports this process and conducts compliance audits for our Company-owned facilities and third-party contractors.

We also conduct annual cyber-risk mitigation exercises by completing awareness outreach, ransomware training, phishing tests, and external vulnerability scans.



DATA PRIVACY AND CYBERSECURITY

In today's environment, companies regularly encounter new cybersecurity threats. In 2020, we faced the challenge of adapting, essentially overnight, to a shift to remote work due to the COVID-19 pandemic. More recently, Russia's invasion of Ukraine has sparked an increased risk of cybersecurity threats. We closely monitor such situations in collaboration with our partners and government agencies to ensure our information systems and our management team remain up to date.

Our information systems help guide our business operations and provide Company management with the facts they need to make key decisions. Our business also collects and uses information, including, where appropriate and necessary and in connection with our business purposes, certain confidential and personal information regarding employees, customers, business partners, vendors, and other third parties. As such, we take the necessary steps to maintain technical and organizational safeguards and processes to protect this information and mitigate potential threats resulting from such a cybersecurity event.

OUR APPROACH

Taking a risk-based approach to information security and privacy, we seek to detect and investigate all incidents and prevent occurrence or recurrence. Our Information Security Policy, Data Privacy Policy, and Information Assets Protection Policy govern our cybersecurity procedures.

The Company's Information Security Steering Committee (ISSC) oversees information security and develops and approves related policies. Chaired by our Chief Information Officer, the ISSC is a cross-functional group of senior leadership that also includes our Chief Financial and Administrative Officer, General Counsel, and other representatives from the Company's IT, Legal Affairs, Physical Security, Risk Management, Internal Audit, and Human Resources departments.

The committee meets quarterly and as needed, and reports major developments to the Compliance Steering Committee, which in turn provides quarterly updates to the Governance Committee. In addition, the Chief Information Officer delivers quarterly information security reports to the Board's Audit Committee, and a full report on IT and cybersecurity strategies to the Board each year.

All Gildan administrative and office employees receive mandatory annual training on information protection and cybersecurity. Certain groups that deal with sensitive information (such as our financial team) receive additional training. Employees are also regularly reminded to report any suspicious activity or loss of sensitive information to our IT and Legal departments.

“Strong cybersecurity practices protect our ability to produce efficiently and sustainably. Also, as a publicly traded company, we have a responsibility to protect the integrity of the information we share with our stakeholders.”

*– Jason DeHaan,
Chief Information Officer*

OUR PRIVACY PROTECTION MECHANISMS

- Gildan's Data Privacy Policy applies to all Gildan employees, agents, service providers, and consultants involved in the processing of personally identifiable Information
- Privacy protection laws are overseen by the Legal department; there is a quarterly review with a cross-functional committee that includes representatives from the Legal, Human Resources and IT departments, and the implementation of privacy protections and security is performed by a global IT team
- Privacy policies are embedded in group-wide risk/compliance management
- Gildan has the unilateral right to take disciplinary actions in cases of privacy breach, pursuant to its Data Privacy Policy
- We conduct internal audits of privacy policy compliance. In this regard, the Internal Audit department has conducted a data ownership/privacy audit, and performs such audits every three years as part of its rotational plan
- Third-party auditors conduct audits of privacy policy compliance

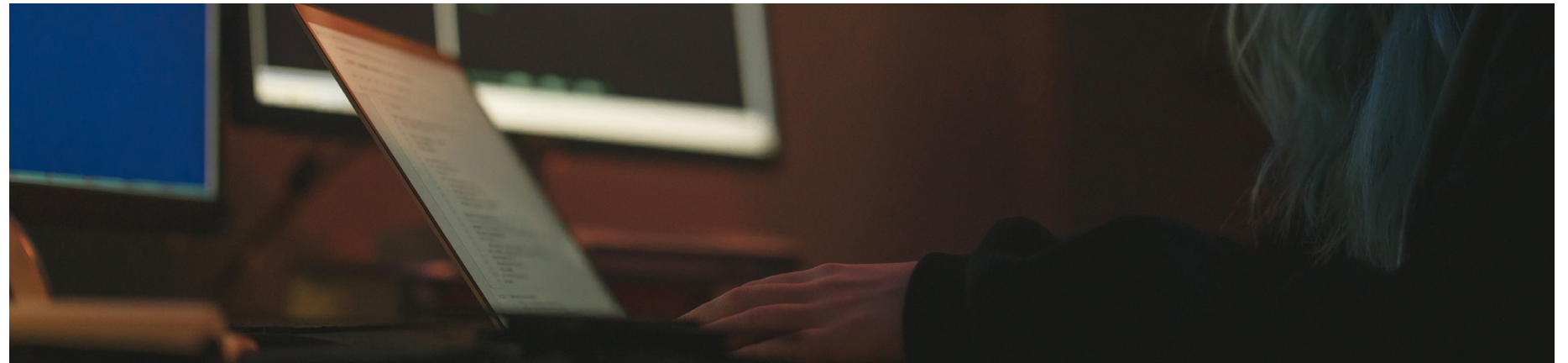
2021 PERFORMANCE

- We received no founded complaints regarding breaches of customer privacy
- There have been no material data security or privacy issues over the past four years. Expenses incurred from data security breaches and privacy violations have been negligible over this period
- Gildan completed a cybersecurity maturity assessment based on industry-recognized standards from the National Institute of Standards and Technology (NIST) and ISO 27001. The assessment's objective was to evaluate our overall cybersecurity practices and to establish targets. Gildan is not currently ISO or NIST-certified
- In addition to our regular cybersecurity awareness program, we enhanced our enforcement of mandatory training, conducted cyberattack simulations at the operational and executive levels, updated our security incident response policy, and deployed new cybersecurity controls, including enhancements to systems, controls, and internal processes

LOOKING AHEAD

In 2022, we plan to:

- Continue enhancing employee awareness on cybersecurity risks, with updated mandatory Computer-Based Training (CBT)
- Provide additional cybersecurity-specific education to the Board





PUBLIC POLICY AND ADVOCACY

At Gildan, we aim to participate constructively and responsibly in the political process, and to provide clarifying analysis and information regarding the issues that affect our business. Our Company's advocacy priorities are presented regularly to the members of our executive management team and as necessary to the Corporate Governance and Social Responsibility Committee.

Our Senior Vice President, Taxation, Sustainability, and Governmental Affairs is accountable for the Company's advocacy activities, with assistance from a range of private firms specializing in government affairs advocacy.

We engage in public policy debates primarily around trade issues, by communicating information to government officials and policymakers in Canada, the United States, and other countries where we operate. We also work with industry and trade associations that represent the apparel industry and business community, notably the:

- National Cotton Council (NCC)
- National Council of Textile Organizations (NCTO)
- Canadian Apparel Federation (CAF)
- Honduras Manufacturers Association (AHM)

2021 PERFORMANCE

In 2021, we engaged policymakers on various ESG issues including:

- **Government of Canada, and Global Affairs Canada:** Last spring, Gildan was invited to share its social and environmental practices as part of a Responsible Business Summit held by Global Affairs Canada and the Mining Association of Canada. We presented on the topics of the Company's stakeholder engagement approach and grievance mechanisms, and discussed how we navigated social and environmental issues during the COVID-19 pandemic
- **Government of Honduras:** Additionally, in 2021 we continued to engage with the Honduran government on the topic of climate resiliency. In particular, there is potential for severe weather events in the northern part of Honduras, a highly industrial area that is heavily populated. We have been exchanging ideas with the government on climate-resilient infrastructure options that could help mitigate disruption and damages due to severe weather events, and/or climate change impact to business, all while making it safer for the people in the area

LOOKING AHEAD

In 2022 we plan to:

- Seek engagements that support the strengthening of human rights rules, such as with the Canadian Ombudsperson for Responsible Enterprise (CORE), which works directly in the protection of children's rights
- Consult with local governments on long-term value creation initiatives that align with Gildan's ESG pillars
- Consult with local governments on other relevant matters as they pertain to our ESG commitments

GILDAN
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THIRD-PARTY LIMITED ASSURANCE STATEMENT

Independent Assurance of selected indicators in Gildan Activewear Inc's Environmental, Social and Governance Report 2021: ISAE 3000 (2020) statement

THE NATURE OF THE ASSURANCE

This is a report by Corporate Citizenship for the Director of Global Sustainability, Gildan Activewear Inc ("Gildan").

Corporate Citizenship has undertaken **limited** assurance of selected sustainability indicators in the 2021 Environmental, Social and Governance Report of Gildan (including Annexes) against the GRI Principles¹. The carbon emissions data has been reviewed for consistency with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard, and appropriateness of GHG conversion factors.

Our work has involved reviewing data and associated claims related to the following selected indicators for the period from 1st January 2021 – 31st December 2021:

- Total energy usage (GJ)
- Energy intensity per production (GJ/kg)
- Total Scope 1 GHG emissions (tCO₂e)
- Total Scope 2 GHG emissions (tCO₂e) (location & market-based method)
- Change in total scope 1 + 2 emissions compared to 2018 baseline (tCO₂e)
- Scope 3 GHG emissions (tCO₂e) - total and by reported activity categories
- Total water withdrawal (MMm³)
- Total water discharge (MMm³)
- Change in water withdrawal intensity per production compared to 2018 baseline (%)
- Total waste – hazardous and non-hazardous (t)
- Landfill waste intensity per production (kg/kg)
- Gender diversity (director level and above) (%)
- Lost-time injury frequency rate (employees)
- Lost-time injury frequency rate (dedicated contractors in Haiti)



Gildan is entirely and solely responsible for the production and publication of the data assured, Corporate Citizenship for its assurance.

This engagement was performed in accordance with the International Standard on Assurance Engagement (ISAE) 3000 (Assurance Engagements other than Audits or Reviews of Historical Financial Information) and the relevant subject-matter specific ISAE for GHG data (ISAE 3410, Assurance Engagements on Greenhouse Gas Statements). GHG quantification is subject to inherent uncertainty due to factors such as incomplete scientific knowledge about the global warming potential of different GHGs and uncertainty around the models and parameters used in estimating GHG emissions.

Corporate Citizenship has complied with the requirements for independence, professional ethics, and quality control as stipulated by ISAE 3000 (2020) Requirement 3a and 3b.

ASSURANCE WORK PERFORMED

The assurance work was commissioned February 2022 and was completed on 14th July 2022. Detailed records were kept of meetings, assurance visits and correspondence relating to the assurance. The assurance process was led by a Senior Consultant, with support from two Researchers and a Director acting in a supervisory capacity.

The assurance engagement was undertaken to a limited level, and involved the following activities:

1. In-depth management interviews with key persons responsible for Gildan's environment, health and safety, and diversity, performance to understand internal management processes, reporting and performance improvement related to these indicators.

2. A review of internal systems, procedures, and guidelines used for data collection and reporting, to assess robustness and consistency.
3. "Virtual site visits" to two production plants in Honduras (RN5) and the United States (Salisbury II) on 15th and 17th March 2022 to observe site-level data systems related to environmental, health and safety reporting, and interview key personnel involved in the data management and reporting process at the facility-level.
4. A review of year-on-year performance trends to identify any significant changes in operational eco-efficiency, health and safety, or diversity, and investigate the reasons behind these trends.
5. A review of GHG calculations for accuracy and consistency with the GHG Protocol and GRI guidelines, including review of emissions and conversion factors.
6. A review of group-wide data consolidation and reporting to check for errors or omissions in data analysis, consistency with a sample of underlying data sets, and accuracy of reporting.
7. Examination of successive drafts of Gildan's 2021 Environmental, Social and Governance Report and Appendices to assess the disclosure of environment, health and safety, and diversity data and associated claims against the GRI Principles for Determining Report Quality.

INDEPENDENCE

Corporate Citizenship is a specialist management consultancy, advising corporations that seek to improve their economic, social, and environmental performance

around the world and is an experienced assessor of corporate responsibility and sustainability reports.

This is the seventh year that Corporate Citizenship has provided independent assurance services in relation to Gildan's corporate sustainability reporting and the third year that the personnel involved in the assurance team have provided this service. During the reporting period under review, Corporate Citizenship also provided support to Gildan with their 2021 submission to the Dow Jones Sustainability Index CSA questionnaire.

CONCLUSION

Based on the scope of work and assurance procedures performed, nothing has come to our attention that causes us to believe that the sustainability data described above is not prepared, in all material respects, in accordance with the GRI Principles and the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard.

 **CORPORATE CITIZENSHIP** PART OF 

*German Saenz
Director, Corporate Citizenship Limited
Santiago, Chile*

14th July 2022


¹Accuracy, Clarity, Comparability, Completeness, Timeliness, Verifiability.

²Scope 3 categories considered: Upstream Transportation and Distribution, Landfill Waste, Business Air Travel, Employee Commuting.



ESG PERFORMANCE TABLE

GO TO APPENDICES SECTION: [ESG PERFORMANCE TABLE](#) ▪ [SASB INDEX](#) ▪ [GRI INDEX](#)

At Gildan, we are committed to providing our stakeholders transparent disclosures in an easy-to-navigate way. That is why we have compiled relevant indicators into this comprehensive ESG performance table. We also indicate which data have been third-party verified, which is accompanied by this icon .

TOPIC	UNIT	2021	2020	2019	2018	2017	GRI	SASB	DJSI	THIRD-PARTY ASSURANCE	
ENVIRONMENT											
Greenhouse gases¹											
Absolute scope 1 GHG emissions ²	tCO ₂ e	91,095	79,916	97,059	118,284	128,553	305-1		2.3.1	✓	
Absolute scope 2 GHG emissions (market-based method) ³	tCO ₂ e	281,545	208,927	315,067	324,136	324,338	305-2		2.3.2	✓	
Total absolute GHG emissions (scope 1 and 2)	tCO ₂ e	372,640	288,843	412,126	442,420	452,891			2.7.7	✓	
Percentage change in absolute scope 1 and 2 emissions (compared to a 2018 baseline)	%	-15.77	-34.71	-6.85	0	N/A				✓	
GHG emissions intensity (scope 1 and 2) (per kg production)	tCO ₂ e/kg	0.00146	0.00170	0.00149	0.00167	0.00176	305-4				
Percentage emission intensity variation (compared to a 2018 baseline)	%	-12.57	1.8	-10.78	0	N/A					
Biogenic CO ₂ emissions	tCO ₂ e	233,454	143,531	327,005	293,149	319,272	305-1				
Absolute scope 3 GHG emissions (partial) ⁴	tCO ₂ e	36,341	39,685	34,620	321	-	305-3		2.3.6	✓	
Air emissions - NO _x	t	212	184	216	294	319	305-7				
Air emissions - SO ₂	t	338	344	321	517	499					
Total inorganic air emissions	t	550	528	536	811	818					
Energy											
Total fuel consumption from non-renewable sources	GJ	1,314,694	1,144,418	1,484,833	1,797,024	1,942,892	302-1		2.3.3		
Total fuel consumption from renewable sources (biomass)	GJ	2,625,874	1,593,152	3,629,657	3,253,863	3,500,994					
Non-renewable electricity purchased ⁵	GJ	2,880,477	2,159,706	3,089,386	3,078,369	2,988,483					
Renewable electricity purchased ⁶	GJ	18,304	6,972	0	0	0					
Total absolute direct energy	GJ	3,940,568	2,737,570	5,114,489	5,050,887	5,443,886	302-3				
Total absolute indirect energy	GJ	2,898,781	2,166,677	3,089,386	3,078,369	2,988,483					
Total absolute energy	GJ	6,839,349	4,904,248	8,203,875	8,129,256	8,432,369				✓	
Percentage of renewable energy share	%	39	33	44	40	42	302-3				
Total costs of energy consumption	\$M	102.2	79.8	120.4	117.8	109.8	302-1				
Total energy intensity (per kg production)	GJ/kg	0.02671	0.02880	0.02971	0.03066	0.0328	302-3			✓	
Percentage of intensity variation (compared to a 2018 baseline)	%	-12.88	-6.07	-3.10	0	N/A					
Water											
Total water withdrawal	million m ³	17.52	12.61	20.52	22.14	19.18	303-3			✓	

¹Our GHG emissions are calculated in line with the GHG Protocols Accounting and Reporting Standard developed by WRI and World Business Council for Sustainable Development. We use operational control as the consolidation approach for our emissions.

²Numbers have been rounded to the nearest whole number, except in the case of ratios and some select indicators.

³We measure our scope 2 GHG emissions according to both the market-based and location-based methods. The market-based estimate shown in the table considers the specific electricity factor of our supply contract in Honduras. In 2021, our location-based Scope 2 GHG emissions were 277,128 tCO₂e. According to the IEA, the average emissions intensity of the grid in Honduras is lower than the specific factor of our supplier. However, the Company chooses this supplier due to their reliability, thus ensuring better continuity of production and reducing the demand for fossil fuels and water associated with back-up power generation during outages.

⁴Scope 3 emissions are calculated for employee commuting, business air travel, upstream transportation and distribution, and landfill waste. The emissions estimate for employee commuting considers bus transportation relates to our sites in Honduras, Nicaragua, and the Dominican Republic, which represented 82% of our total employee base at the end of 2021. Business travel emissions relates to the recorded distance of air travel and includes employees based in Honduras and Nicaragua, the Dominican Republic, and Bangladesh, representing 93% of our employee base at the end of 2021. The emissions associated with the management of our landfill waste are estimated based on the tonnes of waste disposed and recorded at all of our global sites. Our upstream transportation and distribution emissions include land transportation of goods and raw materials (yarn) in the United States and Bangladesh, and maritime transportation of one of our logistics services suppliers, which transports more than 80% of Gildan's containers between our manufacturing facilities and distribution centres throughout the Americas. The calculations use a distance-based method and emissions factors from the U.S. Environmental Protection Agency (EPA) Emission Factors for Greenhouse Gas Inventories. For maritime transportation, we receive data directly from the logistic services company, which uses trade lane-specific emissions factors.

⁵This refers to electricity purchased from the grid that supplies our various operations, for which we cannot be certain of the source. See GRI 302-1 for values reported in gigajoules (GJ).

⁶Solar energy purchases at our facilities in San Miguel and San Antonio, Honduras.

TOPIC	UNIT	2021	2020	2019	2018	2017	GRI	SASB	DJSI	THIRD-PARTY ASSURANCE	
Total water withdrawal from all areas with water stress	m ³	0	0	0	0	0	303-3				
Total fresh groundwater withdrawal	million m ³	16.84	11.96	18.22	20.03	18.55					
Total municipal water withdrawal	million m ³	0.68	0.67	2.30	2.12	0.63					
Total net water consumption	million m ³	1.32	1.94	1.80	4.07	3.38	303-5		2.3.4		
Water use intensity	m ³ /kg	0.06841	0.07406	0.07431	0.08351	0.07458					
Water use intensity variation (compared to a 2018 baseline)	%	-18.08	-11.32	-11.02	0	N/A				✓	
Wastewater - off-site treatment	million m ³	0.78	0.60	1.91	3.12	0.59					
Wastewater - on-site treatment	million m ³	15.41	10.08	16.81	14.96	15.20					
Total water discharge	million m ³	16.2	10.68	18.72	18.08	15.79	303-4			✓	
Percentage of Tier 1 and beyond Tier 1 supplier facilities compliant with wastewater discharge permits and/or contractual obligations ⁷	%	100	100	100	100	100		CG-AA-430a.1			
Waste											
Total non-hazardous waste generated	t	67,090	44,336	79,809	81,683	68,401	306-3		2.3.5	✓	
Total waste used/recycled/sold	t	59,487	39,032	71,100	72,769	57,669					
Total waste disposed (landfilled)	t	7,603	5,303	8,709	8,914	10,732	306-5				
Total hazardous waste	t	695	1,211	531	593	819	306-3			✓	
Special waste disposal	t	25	92	18	29	26					
Biomedical waste disposal	t	22	8	3	3	4					
Other hazardous waste disposal	t	647	1,111	510	560	790					
Total absolute waste	t	67,785	45,547	80,340	82,275	69,220	306-4			✓	
Percentage of waste sent to landfill	%	11.33	12	11	11	16	306-5				
Annual waste intensity (per kg production)	kg/kg	0.26475	0.267	0.291	0.310	0.26923	306-4				
Landfill waste intensity (per kg production)	kg/kg	0.02970	0.031	0.032	0.034	0.042	306-3			✓	
Materials											
Total weight of all plastic packaging	mt	1,130.89	560	788	870	995	301-1		2.8.3		
Coverage (as a percentage of cost of goods sold)	%	100	99.9	85.0	85.0	85.0					
Biodiversity											
Size of all habitat areas protected or restored	m ²	2,368,264	2,368,264	2,368,264	2,368,264	2,368,264	304-3				
Location of all habitat areas protected or restored	location	Honduras and Dominican Republic	Honduras and Dominican Republic	Honduras and Dominican Republic	Honduras and Dominican Republic	Honduras and Dominican Republic					
Compliance											
Number of environmental violations of legal obligations/regulations	#	0	0	0	0	0	307-1		2.2.4		
Amount of fines/penalties related to the above	\$	0	0	0	0	0					
Environmental liability accrued at end of year	#	0	0	0	0	0					

⁷ In very limited cases, we use third-party contractors to manufacture products outside our core product offering. Our outsourced product represents less than 10% of our annual revenue. Hence, we do not currently audit our Tier 1 and Tier 2 facilities for compliance with wastewater discharge permits and/or contractual agreements. However, 100% of Gilman owned facilities are assessed for wastewater compliance, which is what has been reported here.

TOPIC	UNIT	2021	2020	2019	2018	2017	GRI	SASB	DJSI	THIRD-PARTY ASSURANCE
SOCIAL										
Employment										
Total number of employees ⁸	#	47,653	44,425	52,742	51,403	50,045	401-1			
Total number of permanent employees	#	47,463	44,030	52,641	51,164	49,498				
Total number of temporary employees	#	190	395	101	239	547				
Total number of new employees hired	#	15,396	6,627	14,982	12,731	-			3.6.1	
Total rate of new employees hired ⁹	%	32	15	32	29	-				
Percentage of open positions filled by internal candidates	%	15.64	11	16	17	10				3.6.1
Percentage of employees covered by a collective bargaining agreement	%	46	53	52	55	54				3.2.6
Diversity and equal opportunity										
Total number of employees – female	#	21,213	19,987	23,972	24,249	23,685	405-1		3.2.2	
Percentage of employees – female	%	45	45	45	47	47				
Total number of employees – North America	#	2,452	2,544	4,417	6,599	7,475				
Total number of employees – Central America	#	35,219	33,554	38,502	36,375	35,514				
Total number of employees – Caribbean	#	4,465	4,052	5,397	5,017	3,971				
Total number of employees – Asia	#	5,327	4,275	4,426	3,412	3,085				
Junior management positions – female	%	40.45	41	40	40	42				
Top management positions – female	%	23.40	20	26	20	15				
All management positions – female	%	39.17	39	38	38	42			3.2.2	
Revenue generating management positions (i.e. sales) – female	%	33.4	35	38	32	23				
Director-level and above positions – female	%	26	27	26	-	-				✓
Number of local managers	#	528	512	600	556	474				
Percentage of local managers	%	85	85	83	84	87				
Daily free transportation provided (number of employees)	#	22,791	20,338	30,633	30,802	25,354				
Daily subsidized meals (number of employees)	#	37,766	36,645	47,167	33,163	39,429				

⁸ Permanent and temporary employees, across North America, Central America, Caribbean, and Asia.

⁹ For 2020 and 2021, the total rate of new employees hired was calculated as total number of new employees hired divided by total number of permanent employees.

TOPIC	UNIT	2021	2020	2019	2018	2017	GRI	SASB	DJSI	THIRD-PARTY ASSURANCE
Occupational health and safety (OHS)										
Work-related fatalities (employees)	#	0	0	0	0	0	403-9		3.8.4	
Work-related fatalities (contractors)	#	0	0	0	0	0				
Work-related injury rate for employees ¹⁰	rate	0.27	0.40	0.41	0.44	0.34				✓
Severity rate for employees ¹¹	rate	3.79	4.01	2.84	2.50	2.14				✓
Lost-time injury frequency rate (LTIFR) for employees	cases per million hours worked	0.52	0.66	0.72	0.75	0.15	403-9		3.8.5	✓
Data coverage for LTIFR (percentage of employees)	%	100	100	100	100	100				
Lost-time injury frequency rate (LTIFR) for contractors	cases per million hours worked	0.40	0.49	15.85	9.28	-			3.8.6	✓
Data coverage for LTIFR (percentage of contractors) ¹²	%	6.76	8	4	4	-				
Percentage of facilities with a formal joint-management worker health and safety committee	%	88	86	75	83	87	404-4			
Percentage of Gildan employees represented by formal OHS committees	%	98	97	96	96	77	403-8			
Hours of training conducted on OHS policies and procedures	hours	316,896	207,481	180,670	151,191	72,429	403-10			
Number of free medical consultations at on-site clinics globally	#	211,944	125,740	195,603	262,706	181,075				
Number of vaccines administered	#	55,074	14,251	15,351	17,256	11,828				
Doctors on staff worldwide	#	61	56	55	54	43	403-3			
Nurses on staff worldwide	#	74	93	80	89	75				
Customer relationship management										
Customer satisfaction measurement	#	4.39	4.40	4.05	4.00	3.92			3.9.2	
Confidence level of the survey that was executed among a representative sample of the total customer base	%	95	95	95	95	95				

¹⁰ Work-related injury rate for employees is calculated per 200,000 hours worked. It is calculated based on the formula $(WRIs / Hours Worked) * 200,000$.

¹¹ Severity rate for employees is calculated per 200,000 hours worked. It is calculated based on the formula $(Lost Days / Hours Worked) * 200,000$.

¹² Data coverage relates only to our dedicated sewing contractors in Haiti. The percentage was obtained from our five Haiti-dedicated contractors.

TOPIC	UNIT	2021	2020	2019	2018	2017	GRI	SASB	DJSI	THIRD-PARTY ASSURANCE
GOVERNANCE										
Board diversity – female	%	30	30	27	30	33	102-18 405-1			
Shares held by the CEO (shown as a multiple of base salary)	#	134.03	95.76	94.24	871	90.09			1.10	
Average share of ownership across other executive committee members (shown as multiple of base salary)	average	14.9	12.63	8.83	7.29	6.88				
Total percentage of government ownership	%	4.8	5.4	6	<5	<5			1.12	
Ethics, integrity, anti-competitive behavior, and anti-corruption										
Total number of calls received regarding the Code of Conduct	#	26	26	35	41	61			1.4.8	
Political contributions	#	0	0	0	0	0	415-1		1.4.4	
Cybersecurity and data privacy										
Number of cybersecurity complaints received from outside parties and substantiated by the organization	#	0	0	0	0	-	418-1		3.11.3	
Number of complaints from regulatory bodies	#	0	0	0	0	-				
Total number of substantiated complaints received concerning breaches of customer privacy and losses of customer data	#	0	0	0	0	-				
Supply chain										
Percentage of tier 1 supplier facilities that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment	%	50	40	-	-	-		CG-AA-430a.2		
Percentage of new suppliers that were screened using social criteria	%	100	100	100	100	100	414-1			
Percentage of tier 1 supplier facilities that have been audited to a labour code of conduct	%	100	100	100	100	100		CG-AA-430b.1		
Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits	%	8	7	13	15	14		CG-AA-430b.2		
Economic										
Lobbying, interest representation, or similar	\$	98,282	95,407	94,690	299,000	339,860			1.5.1	
Total contributions and other spending	\$	450,031	389,181	394,551	403,000	434,208				
Charitable donations (percentage of total costs)	%	77	68	26	27	11			3.7.2	



SASB INDEX

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Gildan supports the efforts of the Sustainable Accounting Standards Board (SASB) to collect accurate ESG data for the investment community. In 2020, we transitioned our reporting to align with the SASB framework to drive consistency and comparability of sustainability performance data across our sector. We will continue to evaluate additional SASB metrics in future disclosures. The following index provides ESG information for the 2021 calendar year, based on SASB's reporting framework for the Apparel, Accessories, and Footwear sector of the Consumer Goods Industry.

TOPIC	METRIC	SASB CODE	DATA RESPONSE						
Management of chemicals	Discussion of processes to maintain compliance with restricted substances regulations	CG-AA-250a.1	<p>We monitor and review our processes related to high-risk chemicals and follow all applicable laws and regulations. Our process includes three steps:</p> <ol style="list-style-type: none"> Acknowledgement and agreement with the Restricted Substances Code of Practice (RSCP) by suppliers and manufacturing contractors Gathering of information on raw materials before purchase and evaluating information using the Safety Data Sheet Screening Process, certification such as Eco-Passport or STANDARD 100 by OEKO-TEX®, and third-party laboratory testing Classification of raw materials under one of the following: Approved, Approved with Condition, or Rejected <p>Our processes to manage restricted substances are described in our RSCP on our website and in our 2021 ESG Report: Website > Responsibility > Respect for Transparency > Codes and Policies > Restricted Substances Code of Practice 2021 ESG Report > Environment > Our Approach > p.17-18</p>						
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-AA-250a.2	<p>Gildan is committed to ensuring that its products comply with all consumer product safety laws and other regulatory requirements as those requirements become effective, providing its customers with all required information, and meeting customers' individual needs. Consequently, we periodically perform a broad range of product testing at reputable and accredited third-party laboratories to ensure compliance with consumer product safety requirements.</p> <p>Our Company-owned chemical facility is fully staffed with chemical engineers and industry specialists, allowing us greater oversight to manage risks and hazards associated with chemical products. We monitor and conduct periodic reviews of high-risk chemicals as required in our RSCP. The RSCP describes how we handle banned and restricted substances in countries where we operate and sell our products, including for compliance with the Consumer Product Safety Improvement Act (CPSIA), registration, evaluation, authorization and restriction of chemicals substances of very high concern (REACH SVHCs list), and applicable legislation. We also include industry and NGO practices, standards, and initiatives, and our customers' own Restricted Substances List (RSL).</p> <p>STANDARD 100 by OEKO-TEX®: Gildan®, Comfort Colors®, Alstyle®, and Anvil® by Gildan® branded products are certified by the internationally recognized STANDARD 100 by OEKO-TEX®, which allows producers and consumers to objectively assess the presence of harmful substances in textiles and apparel products based on approximately 100 human–ecological and performance-related test parameters. Achieving the STANDARD 100 by OEKO-TEX® involves meeting strict standards including the absence of restricted chemicals and subjecting the supply to an annual independent validation through an accredited laboratory testing of raw materials and finished products.</p> <p>Our processes to manage restricted substances are described in our RSCP on our website and in our 2021 ESG Report: Website > Responsibility > Respect for Transparency > Codes and Policies > Restricted Substances Code of Practice See 2021 ESG Report > Environment > Our Approach > p.17-18</p>						
Environmental impacts in the supply chain	Percentage of (1) Tier 1 supplier ¹³ facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreements	CG-AA-430a.1	<p>We are one of the world's largest vertically integrated manufacturers of apparel, and approximately 90% of our total revenues come from products manufactured in our own facilities. We depend on only a small number of suppliers relative to our overall supply chain.</p> <p>We do not currently audit our Tier 2 suppliers for compliance with wastewater discharge permits and/or contractual agreements. However, 100% of Gildan-owned facilities are assessed for wastewater compliance. In addition, our Tier 1 facilities in the Americas sew cut parts that are processed in our own textile facilities (Tier 2), where we measure wastewater parameters. Additionally, our third-party auditing process includes ensuring that we are in compliance with relevant regulatory requirements related to wastewater discharge permits and/or contractual agreements.</p> <table border="1"> <thead> <tr> <th>Environmental impacts in the supply chain</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Percentage of Tier 1 supplier facilities compliant with wastewater discharge permits and/or contractual agreement</td> <td>100%</td> </tr> <tr> <td>Percentage of supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement</td> <td>N/A, as we have a vertically integrated business model</td> </tr> </tbody> </table>	Environmental impacts in the supply chain	2021	Percentage of Tier 1 supplier facilities compliant with wastewater discharge permits and/or contractual agreement	100%	Percentage of supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	N/A, as we have a vertically integrated business model
	Environmental impacts in the supply chain	2021							
Percentage of Tier 1 supplier facilities compliant with wastewater discharge permits and/or contractual agreement	100%								
Percentage of supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	N/A, as we have a vertically integrated business model								
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	CG-AA-430a.2	<p>As per CG-AA-430a.1, approximately 90% of our total revenues come from products manufactured in our own facilities. We depend on only a small number of suppliers relative to our overall supply chain. To date, 50% of our Tier 1 suppliers have completed the Higg FEM.</p> <table border="1"> <thead> <tr> <th>Environmental impacts in the supply chain</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Percentage of Tier 1 supplier facilities that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment</td> <td>50%</td> </tr> <tr> <td>Percentage of supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment</td> <td>N/A*</td> </tr> </tbody> </table> <p><i>* When it comes to working with suppliers in manufacturing apparel, all Gildan's manufacturing processes are handled by Tier 1 suppliers. Those suppliers that do not have wet manufacturing processes are encouraged to use dyed yarns as raw materials. As a result, Gildan does not have any supplier facilities beyond Tier 1 that are required to complete the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment.</i></p> <p>More details on how we manage the environmental performance of our suppliers is contained in our 2021 ESG Report: 2021 ESG Report > Environment > Our Approach > p.17-18</p>	Environmental impacts in the supply chain	2021	Percentage of Tier 1 supplier facilities that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment	50%	Percentage of supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	N/A*	
Environmental impacts in the supply chain	2021								
Percentage of Tier 1 supplier facilities that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment	50%								
Percentage of supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	N/A*								

¹³ "Tier 1 supplier" refers to Gildan's third-party manufacturing contractors where there is a commercial arrangement in place.

TOPIC	METRIC	SASB CODE	DATA RESPONSE										
Labour 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 labour code of conduct, and (3) percentage of total audits conducted by a third-party auditor	CG-AA-430b.1	<table border="1"> <thead> <tr> <th>Labour conditions in the supply chain</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Percentage of Tier 1 supplier facilities that have been audited to a labour code of conduct</td> <td>100%</td> </tr> <tr> <td>Percentage of supplier facilities beyond Tier 1 that have been audited to a labour code of conduct</td> <td>0%</td> </tr> </tbody> </table> <p>As of 2021, we have accepted external social compliance certifications such as WRAP, SMETA, and the BSCI for our third-party contractors in Asia and selected facilities in the Americas, reducing audit duplication.</p> <table border="1"> <thead> <tr> <th>Percentage of total audits conducted by a third-party auditor</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Percentage of total audits of supplier facilities that were performed by an independent third-party auditor</td> <td>92%*</td> </tr> </tbody> </table> <p><i>*The remaining 8% of the total audits were conducted by an internal corporate representative.</i></p> <p>Tier 2 suppliers must complete a pre-audit/self-assessment questionnaire in order to validate basic EHS and labour conditions at the factory.</p> <p>More detail is provided in the 2021 ESG Report and the Code of Conduct: 2021 ESG Report > Governance > Ethics and Integrity Standards > Suppliers and Contractors Standards > p.52 Website > Responsibility > Respect for Transparency > Codes and Policies > Code of Conduct</p> <p>Gildan's Code of Conduct and Social & Sustainable Compliance Guidebook guide our labour audit process: Website > Responsibility > Resources > Codes and Policies > Social & Sustainable Compliance Guidebook</p> <p>Audit methodologies and criteria Facilities producing for Gildan will be audited to monitor working conditions compliance with the Gildan Code of Conduct and the benchmarks outlined in our Guidebook. Each facility is inspected and audited for compliance. Auditors must be granted access to all areas of the facility. Not granting access is a zero-tolerance issue, leading to an "access denied" status that prevents the supplier from doing business with Gildan. All non-compliances, including breaches of our Code of Conduct and/or human rights issues, are recorded and tracked in our Social Compliance platform. We also have Monitoring Guidelines that serve as a reference for internal auditors to use when conducting audits. The categories below describe thresholds related to non-conformance and contractor expectations related to remedial efforts.</p> <ul style="list-style-type: none"> • Minor non-conformity: Low-risk issue where improvement towards best practices is necessary. Remediation timeframe: six months. • Moderate non-conformity: Negative impact on workers' rights and safety (non-critical). Remediation timeframe: up to two months, depending on type of violation. • Major non-conformity: Serious violation of the Gildan Code of Conduct, other codes supplier adheres to, and/or the law, resulting in a severe impact on individual rights and/or physical safety. Remediation timeframe: immediately. <p>Website > Responsibility > Respect for Transparency > Codes and Policies > Code of Conduct</p> <p>Types of audits These are the types of audits that may be conducted in a facility:</p> <ul style="list-style-type: none"> • Announced: the exact audit date is communicated to the facility • Semi-announced: the facility is aware that an audit will be conducted within a specific time period (a window is provided weeks before) • Unannounced: auditors arrive directly at the facility without prior notification <p>Types of auditors Audits may be conducted by our internal auditors and/or external auditors, according to the type of audit.</p> <p>Audit results Audit results are categorized from green to black based on the number and severity of the findings against our Code of Conduct and the benchmarks outlined in our Social & Sustainable Compliance Guidebook (p. 6). Green and yellow ratings may be cleared for continued business, orange and red ones will require improvement within a set timeframe, and a black rating (which corresponds to a zero-tolerance issue as detailed on p. 7 of our Guidebook) will result in termination of the contract once open orders are completed.</p>	Labour conditions in the supply chain	2021	Percentage of Tier 1 supplier facilities that have been audited to a labour code of conduct	100%	Percentage of supplier facilities beyond Tier 1 that have been audited to a labour code of conduct	0%	Percentage of total audits conducted by a third-party auditor	2021	Percentage of total audits of supplier facilities that were performed by an independent third-party auditor	92%*
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TOPIC	METRIC	SASB CODE	DATA RESPONSE				
	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labour code of conduct, and (3) percentage of total audits conducted by a third-party auditor (con'd)	CG-AA-430b.1 (con'd)	<p>Remediation process</p> <p>A facility is required to work on an immediate remediation plan when a serious violation of Gildan's Code of Conduct is identified during the audit process and has caused, or may cause, a negative impact on worker safety and wellbeing. This remediation process involves a more systematic review. However, there may be other instances where an immediate remediation plan is requested of a facility. Examples of what should be included in a remediation process include:</p> <ul style="list-style-type: none"> • In-depth investigation to confirm the non-compliance • Corrective action plan: <ul style="list-style-type: none"> ◦ Interviews with affected stakeholders ◦ Documentation review (e.g., training, policies, and procedures) ◦ Root cause analysis <p>Gildan's social compliance team works with facility managers to provide advice and recommendations on how to best address any issues, make changes where necessary, and put in place sustainable remediation solutions that are available for review and verification. Facilities shall provide details and evidence of their remediation, which are subject to verification through follow-up audits that can be conducted on-site or through a desktop review, depending on the circumstances. Facilities are expected to implement remediation actions and to demonstrate improvements within a prescribed timeframe.</p> <p>Corrective Action Plan</p> <p>Different from a remediation process is the Corrective Action Plan (CAP), which is an ongoing effort to ensure sustainable practices in our own and contractor facilities. A CAP is required for all non-compliances identified in an audit process. The following are examples of what a CAP should include, but may not be limited to:</p> <ul style="list-style-type: none"> • Photos of corrective actions • Training attendance list • Evidence of review of a policy/internal procedure <p>Follow-up</p> <p>Gildan reviews remediation trends year-by-year to identify facilities that have made progress in remediation or facilities that show a lack of commitment and progress to improve working conditions. Systematic follow-ups are conducted to verify the progress made towards resolving the issues with the objective of helping the facility improve their overall performance and remain in compliance with our Code of Conduct.</p>				
	Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits	CG-AA-430b.2	<table border="1"> <thead> <tr> <th>Labour conditions in the supply chain</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits</td> <td>8% (22 major non-compliances and one zero-tolerance* in our contractor facilities)</td> </tr> </tbody> </table> <p>*Zero-tolerance issues are those that meet criteria related to non-compliance on matters related to child labour, health and safety, subcontracting, forced labour and human trafficking, and harassment. Additional details on non-compliance criteria can be found in our Social & Sustainable Compliance Guidebook.</p> <p>Website > Responsibility > Respect for Transparency > Codes and Policies > Social & Sustainable Compliance Guidebook > p.7</p> <p>2021 ESG Report > Social > Human Rights and Ethical Labour Practices > 2021 Performance > p.31</p> <p>Audit methodologies and criteria</p> <p>CG-AA-430b.1 (on pp.73-74) contains information regarding processes on how we evaluate our suppliers. Additionally, our audit methodologies and criteria are described in detail in our publicly available Social & Sustainable Compliance Guidebook, under "Assessment results and consequences." We have internal processes that outline the steps that our internal auditors use to conduct their audits.</p> <p>Website > Responsibility > Respect for Transparency > Codes and Policies > Social & Sustainable Compliance Guidebook</p> <p>Our monitoring guidelines are described in CG-AA-430a.1 as per our audit methodologies and criteria (p.72)</p> <p>Efforts to increase supply chain transparency: Gildan's Social & Sustainable Compliance Guidebook outlines our approach with respect to increasing supply chain transparency and to build capacity among our suppliers in order to improve labour conditions.</p> <p>Website > Responsibility > Respect for Transparency > Codes and Policies > Social & Sustainable Compliance Guidebook</p> <p>Website > Responsibility > Resources > Modern Slavery Act Transparency Statement</p>	Labour conditions in the supply chain	2021	Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits	8% (22 major non-compliances and one zero-tolerance* in our contractor facilities)
Labour conditions in the supply chain	2021						
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TOPIC	METRIC	SASB CODE	DATA RESPONSE												
	Priority non-conformance rate and associated corrective action rate for suppliers' labour code of conduct audits (con'd)	CG-AA-430b.2 (con'd)	<p>Efforts to build capacity with suppliers: Our efforts to build capacity with suppliers are detailed in the following sections of our 2021 ESG Report: 2021 ESG Report > Governance > Ethics and Integrity Standards > Our Approach > p.52 2021 ESG Report > Social > Human Rights and Ethical Labour Practices > Living Wage > p.31 2021 ESG Report > Governance > Ethics and Integrity Standards > Suppliers and Contractors Standards > p.53</p> <p>Supply chain non-conformances categorized by geographic region</p> <table border="1"> <thead> <tr> <th>Region</th> <th>Contractors</th> <th>Company-owned</th> </tr> </thead> <tbody> <tr> <td>Americas</td> <td>146</td> <td>102</td> </tr> <tr> <td>Asia</td> <td>126</td> <td>0</td> </tr> <tr> <td>Africa</td> <td>4</td> <td>0</td> </tr> </tbody> </table>	Region	Contractors	Company-owned	Americas	146	102	Asia	126	0	Africa	4	0
Region	Contractors	Company-owned													
Americas	146	102													
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	Description of the greatest (1) labour and (2) environmental, health, and safety risks in the supply chain	CG-AA-430b.3	<p>We have identified the following potential labour risks in our supply chain:</p> <ol style="list-style-type: none"> Risks related to expired safety documents and lack of emergency preparedness: Across our facilities, we are exposed to potential risk by not regularly updating our documentation and/or conducting safety drills to ensure we are prepared in case of a real emergency. We conduct audits on a regular basis to ensure we identify and mitigate risks on a timely basis. For example, during our regular routine audits of our facilities we identified a case of operating with an expired safety plan and documents, and this issue was addressed by the site. Risks related to human rights and excessive working hours: We understand that organizations that promote and defend workers' interests (such as the right to freedom of association) are important in reducing risks related to human rights and working long hours. We also ensure that we audit our facilities for their management of excessive work hours among our own and our contractors' employees, to ensure compliance with local regulations and Gildan's policies and procedures. <p>We have identified the following potential environmental risks in our supply chain:</p> <ol style="list-style-type: none"> Risks associated with operating with expired licenses: At Gildan, we have many operations that require regulatory permits and/or licenses and have in place systems like routine audits of our facilities and our third-party contractors to ensure compliance with local laws and regulations to minimize these risks. Risks related to ineffective waste segregation: In our operations we many processes that generate waste. As such we have implemented systems to ensure there is proper segregation and disposal of hazardous waste to minimize environmental impacts. <p>The following actions have been implemented to reduce labour, health and safety, and environmental risks:</p> <p>Managing labour risks:</p> <ol style="list-style-type: none"> Maintain a strong and robust Social Compliance Program Provide clear and concise labour practice guidelines and requirements for our contractors that must be followed or adhered to in order to remain part of our supply chain Implement ongoing audits at our Company-owned facilities and throughout our supply chain Perform periodic audits to ensure compliance <p>Managing health and safety risks:</p> <p>Gildan utilizes several tools to identify hazards and assess risk, including the following assessments:</p> <ol style="list-style-type: none"> Job safety analysis Quantitative risk assessments Equipment risk assessments Use of personal protective equipment Electrical hazards Confined space New chemical requests Contractor management Safe work permit Hot work permit 												

TOPIC	METRIC	SASB CODE	DATA RESPONSE														
	Description of the greatest (1) labour and (2) environmental, health, and safety risks in the supply chain (con'd)	CG-AA-430b.3 (con'd)	<p>Managing environmental risks: Our Social & Sustainable Compliance Guidebook describes in-place policies and procedures, including details on our audit process, that we expect all our suppliers to adhere to and put in place to mitigate risks related to social and environmental compliance matters. To allow us greater oversight in managing risks and hazards associated with chemical products, Gildan's Company-owned chemical facility is fully staffed with chemical engineers and industry specialists.</p> <p>Website > Responsibility > Respect for Transparency > Codes and Policies > Social & Sustainable Compliance Guidebook</p> <p>These processes are supported by our EHS team in each facility. Training is made available to associates who are tasked with completing these processes.</p> <p>The results of qualitative and quantitative risk assessments are utilized to identify improvement opportunities by focusing on the higher risks within each operation. Plans are established at least annually to address such risk.</p> <p>Our Board of Directors oversees risk management, and Gildan's management team is charged with managing risk on an ongoing basis. A dedicated team comprising business professionals with a wide variety of skills is responsible for developing and executing against the Company's risk management strategies. Our overarching risk management framework includes specific processes and policies that allow for the continuous review and assessment of risks to our Company, including those related to:</p> <ol style="list-style-type: none"> 1. Operations 2. Finances 3. Compliance 4. Strategy 5. Social, political, climate, and environmental factors and other risks <p>Stakeholder engagement: See our Stakeholder Engagement Policy and our 2021 ESG Report for more details on our approach to stakeholder engagement: Website > Responsibility > Respect for Transparency > Codes and Policies > Stakeholder Engagement Policy 2021 ESG Report > Governance > Stakeholder Engagement > p.57</p> <p>Ethical labour practices: More information regarding our ethical labour practices is contained in our 2021 ESG Report: 2021 ESG Report > Social > Child and Forced Labour > pp.33-34</p>														
Raw materials sourcing	Description of environmental and social risks associated with sourcing priority raw materials	CG-AA-440a.1	Environmental and social risks (including risks associated with sourcing raw materials) are described in SASB CG-AA-430b.3 above, on p.75														
	Percentage of raw materials third-party certified to an environmental and/or social sustainability standard, by standard	CG-AA-440a.2	<p>We source more than 90% of our cotton from the United States. The following table presents the percentage of raw materials in 2021 that were third-party certified.</p> <table border="1"> <thead> <tr> <th>Raw materials with third-party certification</th> <th>Percentage certified by third-party</th> <th>Name of external environmental/sustainable certification</th> </tr> </thead> <tbody> <tr> <td>Yarn (sourced from third-parties)</td> <td>20%</td> <td>STANDARD 100 by OEKO-TEX®</td> </tr> <tr> <td>Trims</td> <td>90%</td> <td>STANDARD 100 by OEKO-TEX®</td> </tr> <tr> <td>Cotton</td> <td>7%</td> <td>Better Cotton Initiative</td> </tr> <tr> <td>REPREVE®</td> <td><1%</td> <td>REPREVE®</td> </tr> </tbody> </table> <p>For a full description of our sustainable materials see 2021 ESG Report > Environment > Path to a Circular Economy > p.22</p>	Raw materials with third-party certification	Percentage certified by third-party	Name of external environmental/sustainable certification	Yarn (sourced from third-parties)	20%	STANDARD 100 by OEKO-TEX®	Trims	90%	STANDARD 100 by OEKO-TEX®	Cotton	7%	Better Cotton Initiative	REPREVE®	<1%
Raw materials with third-party certification	Percentage certified by third-party	Name of external environmental/sustainable certification															
Yarn (sourced from third-parties)	20%	STANDARD 100 by OEKO-TEX®															
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REPREVE®	<1%	REPREVE®															
Activity metric	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	CG-AA000.A	<p>Number of Tier 1 suppliers (finished goods contractors): 46</p> <p>Number of Tier 2 suppliers (yarns, raw materials, and logistics): 188</p> <p>Number of Tier 3 suppliers: Not applicable</p>														



GRI INDEX

GO TO APPENDICES SECTION: [ESG PERFORMANCE TABLE](#) ▪ [SASB INDEX](#) ▪ [GRI INDEX](#)

In an effort to provide our stakeholders with credible, transparent, and easy-to-navigate disclosures, we have compiled this content index according to the Global Reporting Initiative (GRI) - Comprehensive Standards. Below, you will find our responses to GRI disclosures, including specific references to publicly available documents on our website such as our 2021 ESG Report, our 2021 Annual Report, our 2021 Management Information Circular, and our 2021 Annual Information Form. Where appropriate, we have indicated any omissions and the reasons for them. We also indicate which data have been third-party verified, which is accompanied by this icon .

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE
Organizational profile			
102-1	Name of the organization	Gildan Activewear Inc.	
102-2	Activities, brands, products, and services	Gildan 2021 ESG Report > About Gildan > p.9	
102-3	Location of headquarters	Montreal, Quebec, Canada	
102-4	Location of operations	<p>Our locations of operations are outlined on our website. See Our Factories: Website > Company > Our Factories</p> <p>Information about our locations of operations can also be found in our 2021 Annual Report. See Management's Discussion and Analysis: 2021 Annual Report > Management's Discussion and Analysis > pp.5-7</p> <p>Our locations of operations are described in our 2021 ESG Report. See About Gildan: 2021 ESG Report > About Gildan > pp.9-10</p>	
102-5	Ownership and legal form	Gildan is a publicly traded company listed on both the New York Stock Exchange (NYSE – GIL) and the Toronto Stock Exchange (TSX – GIL.TO). Our head office is in Montreal, Canada, and our global sales and marketing office is located in Barbados. Our manufacturing operations are situated in four main hubs located in the United States, Central America, the Caribbean, and Bangladesh.	
102-6	Markets served	<p>Information about the markets we serve can also be found in our 2021 Annual Report. See Management's Discussion and Analysis: 2021 Annual Report > Management's Discussion and Analysis > Sales, Marketing, and Distribution > p.9</p> <p>Our locations of operation are described in our 2021 ESG Report. See About Gildan: 2021 ESG Report > About Gildan > pp.9-10</p>	
102-7	Scale of the organization	2021 ESG Report > About Gildan > pp.9-10	
102-8	Information on employees and other workers	<p>Information on employees and other workers is contained in our 2021 ESG Report: 2021 ESG Report > About Gildan > pp.9-10 2021 ESG Report > Social > pp.39-43</p>	
102-9	Supply chain	<p>Our supply chain including our activities, and primary brands is described in our 2021 Annual Report: 2021 Annual Report > Our Operations > pp.5-7</p> <p>Environmental management of our supply chain is described in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > Our Approach > p.18</p> <p>See Economic Development for number of local suppliers and estimated monetary payments: 2021 ESG Report > Community Engagement > Economic Development > p.48</p> <p>Our management of our supply chain during COVID-19 is described on our website. See How Gildan Is Managing and Minimizing Supply Chain Disruption During COVID-19: Website > Other > COVID-19 > Manufacturing Contractors</p>	
102-10	Significant changes to the organization and its supply chain	Any changes to the organization and its supply chain have been updated and are reflected in our 2021 Annual Report (under Our Operations), for the year ended 2021. Website > Investors > Report and filings > Reports > 2021 Annual Report > Our Operations > p.5	
102-11	Precautionary Principle or approach	When any Canadian statutory decision-maker, court, or tribunal applies the Precautionary Principle in making its determination, we consider this principle in the conduct of our activities in similar circumstances. The Precautionary Principle says that when an activity raises threats to human health or the environment, precautionary measures should be taken even if some cause-and-effect relationships are not fully established scientifically.	
102-12	External initiatives	<p>Our 2021 external initiatives are described in our 2021 ESG Report. See Stakeholder Engagement: 2021 ESG Report > Governance > Stakeholder Engagement > pp.57-58</p>	
102-13	Membership of associations	<p>Our membership of associations is described in our 2021 ESG Report. See Stakeholder Engagement and Public Policy: 2021 ESG Report > Governance > Stakeholder Engagement > pp.57-59 2021 ESG Report > Governance > Public Policy and Advocacy > p.62</p>	


DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE	
Strategy				
102-14	Statement from senior decision-maker	<p>A statement from a senior decision-maker can be found in our 2021 ESG Report. See Leadership Message: 2021 ESG Report > Message from our President and CEO > p.5</p>		
102-15	Key impacts, risks, and opportunities	<p>Key impacts, risks, and opportunities are described in our 2021 Annual Report to Shareholders. See Risk and Uncertainties and the Financial Risk Management sections of the Company's 2021 Annual MD&A.</p> <p>Principal risks to the business are described in our 2021 Annual Report. See Risks and Uncertainties: 2021 Annual Report > Risks and Uncertainties > pp.36–48 2021 Annual Report > Financial Risk Management > pp. 116–121</p> <p>Risk management is described in our 2021 ESG Report. See Risk Management: 2021 ESG Report > Governance > Risk Management > p.60</p> <p>We have provided details around climate risks and opportunities in both our 2020 and 2021 ESG Reports: 2021 ESG Report > Environment > Towards TCFD Alignment > p.27 2020 ESG Report > Our Climate Change Approach > Climate Related Opportunities and Risks > pp.29-32 2020 ESG Report > Governance > Risk Management > p.68</p> <p>As stated above, key impacts, risks, and opportunities are described in our 2021 Annual Report to Shareholders. We have provided specific emerging climate risks in the table below, which in 2021 included the following:</p> <table border="1" data-bbox="567 618 2408 984"> <tr> <td data-bbox="567 618 817 984" style="text-align: center;">Description of risk</td> <td data-bbox="817 618 2408 984"> <p>Emerging risk 1 – COVID-19</p> <p>The COVID-19 coronavirus, which was recognized as a global pandemic by the World Health Organization in March 2020, has had an adverse impact on the global economy, disrupted global supply chains and consumer spending, and caused significant volatility and disruption in financial markets. The pandemic significantly reduced economic activity and negatively affected markets worldwide as governmental authorities responded with the implementation of numerous restrictive measures to contain the spread of the virus, including travel bans and restrictions, quarantines, shelter-in-place orders, and mandated business shutdowns.</p> <p>Additionally, supply chain and logistics disruptions, as well as labour shortages, could impact our ability to advance and complete our capacity expansion plans; this would also impact our ability to satisfy demand, which could impact our sales volumes in future periods. We are also seeing inflationary pressures in freight, labour, and other costs as a result of these various market dynamics that have emerged as a result of the effects of the COVID-19 pandemic – the impact of which may heighten and adversely impact our financial results.</p> <p>Emerging risk 2 – Climate-related impacts</p> <p>Climate-related impacts which may occur in the countries where we operate or from which we source production. Gildan has operations in Honduras, Dominican Republic, and Bangladesh. According to the World Bank Climate Change Knowledge Portal, these specific locations are increasingly exposed to physical risks related to climate change largely driven by extreme weather events (e.g., hurricanes, flooding, fires, severe storms, water scarcity etc.)</p> </td> </tr> </table>	Description of risk	<p>Emerging risk 1 – COVID-19</p> <p>The COVID-19 coronavirus, which was recognized as a global pandemic by the World Health Organization in March 2020, has had an adverse impact on the global economy, disrupted global supply chains and consumer spending, and caused significant volatility and disruption in financial markets. The pandemic significantly reduced economic activity and negatively affected markets worldwide as governmental authorities responded with the implementation of numerous restrictive measures to contain the spread of the virus, including travel bans and restrictions, quarantines, shelter-in-place orders, and mandated business shutdowns.</p> <p>Additionally, supply chain and logistics disruptions, as well as labour shortages, could impact our ability to advance and complete our capacity expansion plans; this would also impact our ability to satisfy demand, which could impact our sales volumes in future periods. We are also seeing inflationary pressures in freight, labour, and other costs as a result of these various market dynamics that have emerged as a result of the effects of the COVID-19 pandemic – the impact of which may heighten and adversely impact our financial results.</p> <p>Emerging risk 2 – Climate-related impacts</p> <p>Climate-related impacts which may occur in the countries where we operate or from which we source production. Gildan has operations in Honduras, Dominican Republic, and Bangladesh. According to the World Bank Climate Change Knowledge Portal, these specific locations are increasingly exposed to physical risks related to climate change largely driven by extreme weather events (e.g., hurricanes, flooding, fires, severe storms, water scarcity etc.)</p>
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DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY		THIRD-PARTY ASSURANCE
102-15	Key impacts, risks, and opportunities	<p>Potential business impact of the risk</p>	<p>Emerging risk 1 – COVID-19</p> <p>The duration and ongoing impact of the COVID-19 pandemic remains unknown at this time. In 2020, as a result of the effects of the pandemic, Gildan experienced a major reduction in sales and incurred significant costs resulting from the idling of manufacturing facilities and other mitigating actions. Although in 2021 we observed a recovery in global economies and consequently in the demand for our products, the evolving pandemic and its impacts may continue to have an adverse effect on our sales, operational results, and cash flows.</p> <p>If there is a prolonged economic downturn resulting from the COVID-19 pandemic – including as a result of the effect of the currently prevalent variants and the potential emergence of other virus variants in the future, or if any of the Company’s major customers do not have sufficient liquidity to allow them to continue to operate through a prolonged economic downturn – the Company may incur operating losses, which may adversely affect the Company’s financial position, including cash operating losses, and cause potential additional asset write-downs and impairments. Further, weak demand for our products may lead to lower selling prices for our products and could negatively affect our margins and cash flow from operations.</p> <p>Emerging risk 2 – Climate-related impacts</p> <p>The severity and frequency of extreme weather events related to climate change is expected to increase in our vulnerable locations (Honduras, Dominican Republic, and Bangladesh), which may have financial implications for the business. For example, in November 2020, our Central American operations were impacted by back-to-back hurricanes, necessitating temporary shutdowns of these facilities.</p> <p>Future events could slow and/or halt production due to physical damage to our assets, resulting in increased employee absenteeism and reduced worker productivity in order to address incremental safety measures during extreme weather conditions, and/or resulting in supply chain disruptions limiting transportation of supplies or delivery of goods.</p> <p>On the other hand, climate-related transition risks could impact Gildan’s energy consumption costs and transportation costs. These could have relevant financial implications, considering that low-cost and efficiency are core strengths of our successful integrated business model. Fluctuations in energy prices are partly influenced by government policies to address climate change, which could increase our energy costs beyond our current expectations. These potential fluctuations in oil and energy prices could also affect our energy consumption costs, and can influence transportation costs and the cost of related items used in our business, including other raw materials we use to manufacture our products such as chemicals, dyestuffs, and trims.</p>	
		<p>Mitigating actions</p>	<p>Emerging risk 1 – COVID-19</p> <p>From the onset of the COVID-19 pandemic, our priorities were the health and safety of our employees, customers, suppliers, and other partners. In this regard, we took several actions to safeguard our stakeholders, while at the same time ensuring continuity of the business. Relationships with local suppliers also improve supply chain resiliency, an advantage that has become crucial over the last two years, as the COVID-19 pandemic and Russia’s invasion of Ukraine have disrupted supply chains globally.</p> <p>Gildan takes all necessary measures to provide employees with safe and healthy workplaces and seeks to ensure that our third-party contractors do the same. In times of crisis, such as the COVID-19 pandemic, the Company has adopted additional policies and procedures as needed to best protect the health and safety of employees. Concurrent with global government mandated private sector shutdowns, we began to close our manufacturing facilities starting in March 2020, to ensure the safety of our employees and align our operations and inventory levels with the demand environment. As the COVID-19 pandemic persisted in 2021, Gildan continued to allow some of its administrative employees to work remotely, utilizing technology to enhance collaboration and teamwork. In many of our facilities, we also provided access to COVID-19 rapid testing and vaccinations to employees as they became available. In terms of oversight, in 2021 the Board of Directors received quarterly updates from management on ongoing risks and mitigation strategies related to the pandemic.</p> <p>Emerging risk 2 – Climate-related impacts</p> <p>Gildan regularly assesses our longer-term climate risks as part of our ERM process, and TCFD implementation. We continue to develop or adapt mitigation strategies accordingly, including Business Continuity Management (BCM) efforts to mitigate impact of weather events and natural catastrophes. Gildan is making additional investments to improve the resiliency of its manufacturing facilities to extreme weather events. We implement proactive maintenance and seek investments in new weather proofing technologies to withstand impacts related to changing climate conditions. For example, we have performed flood risk assessments in Honduras and Bangladesh and will be implementing flood mitigation measures and flood management plans solutions.</p> <p>Gildan’s Next Generation ESG strategy aims to deliver meaningful advancements by 2030 in key areas related to Climate, Energy, and Water. We have implemented several measures to reduce our dependence on fossil fuels, our energy costs, and our exposure to increasing legislative requirements and rising oil and gas prices:</p> <ol style="list-style-type: none"> a. Our Energy Management Information System (EMIS) allows us to monitor and manage our energy consumption. It also helps us to identify opportunities to control costs and use lower-cost abatement technologies at our Honduras manufacturing complex. b. Due to our use of biomass energy, our renewable energy footprint has averaged almost 40% over the past five years. <p>Our processes to reuse hot water condensate, and through the chemical additive process, decrease energy consumption, reduces our exposure to more stringent energy efficiency standards and energy costs through low-cost abatement technologies, while supporting a low-carbon economy.</p>	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE
Ethics and integrity			
102-16	Values, principles, standards, and norms of behavior	<p>Our values, principles, standards, and norms of behavior are described in our 2021 ESG Report. See How We Operate: 2021 ESG Report > About Gildan > How We Operate > p.9</p> <p>They are also described on our website. See Vision, Mission & Values: Website > Company > Vision, Mission, and Values</p>	
102-17	Mechanisms for advice and concerns about ethics	<p>Mechanisms for advice and concerns about ethics are described in our 2021 ESG Report. See Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > Reporting Violations and Grievances > p.54</p> <p>Our official Whistleblowing Policy can be found on our website. See Whistleblowing Policy for Employees and External Stakeholders: Website > Responsibility > Resources > Codes and Policies > Whistleblowing Policy for Employees and External Stakeholders</p>	
102-18	Governance structure	<p>Our governance structure is described in our 2021 ESG Report. See Corporate Governance: 2021 ESG Report > Governance > Our Approach > pp.51-52 2021 ESG Report > Governance > ESG Governance > p.56</p> <p>Our website also details our governance process. See Governance: Website > Company > Governance</p>	
102-19	Delegating authority	<p>The Board of Directors has delegated to the Corporate Governance and Social Responsibility Committee of the Board the authority to oversee management's handling of economic, environmental, and social topics (see the Corporate Governance and Social Responsibility Committee mandate).</p> <p>The activities of the Corporate Governance and Social Responsibility Committee are outlined in the mandate of the Corporate Governance and Social Responsibility Committee. See Mandate: Mandate of the Corporate Governance and Social Responsibility Committee > Mandate > p.1</p> <p>The delegating authority of our ESG governance process is described in our 2021 ESG Report. See ESG Governance: 2021 ESG Report > Governance > ESG Governance > p.56</p> <p>A list of our Board of Directors can be found on our website. See Board of Directors: Website > Making Apparel Better > Company > Leadership > Board of Directors</p>	
102-20	Executive-level responsibility for economic, environmental, and social topics	<p>Executive level responsibilities are described in our 2021 ESG Report. See ESG Governance: 2021 ESG Report > Governance > ESG Governance > p.56</p>	
102-21	Consulting stakeholders on economic, environmental, and social topics	<p>Our 2021 stakeholder engagement activities are described in our 2021 ESG Report. See Stakeholder Engagement: 2021 ESG Report > Governance > Stakeholder Engagement > pp.57-59</p>	
102-22	Composition of the highest governance body and its committees	<p>The composition of the highest governance body is described in the 2021 Management Information Proxy Circular. See Director Nominees: 2021 Management Proxy Information Circular > Director Nominees > pp.19-24</p> <p>The composition of the Board-level committees is described in the 2021 Management Information Proxy Circular. See Our Corporate Governance Practices: 2021 Management Proxy Information Circular > Our Corporate Governance Practices > pp.29-44</p> <p>The Board of Directors diversity is described in the 2021 ESG Report. See Our Approach: 2021 ESG Report > Governance > Our Approach > Board of Directors > p.51</p>	
102-23	Chair of the highest governance body	<p>The Chair of the Board of Directors is independent, as detailed in the 2021 Management Information Proxy Circular: 2021 Management Information Proxy Circular > Election of Directors > Director Nominees > pp.18-24</p>	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE
102-24	Nominating and selecting the highest governance body	<p>The Corporate Governance and Social Responsibility Committee is responsible for developing, reviewing, and monitoring criteria, as well as establishing procedures for selecting Directors.</p> <p>The Director selection process is detailed in our 2021 Management Information Proxy Circular. See Director Selection: 2021 Management Information Proxy Circular > Director Selection > p.18</p> <p>Diversity considerations in Director selection are described in our 2021 Management Information Proxy Circular. See Director Selection: 2021 Management Information Proxy Circular > Board Diversity Policy > p.41</p> <p>Our Board Diversity Policy can be found on our website. See Board Diversity Policy: Website > Company > Governance Policies > Board Diversity Policy</p>	
102-25	Conflicts of interest	<p>Our Corporate Governance Guidelines describe our approach to conflicts of interest. See Conflicts of Interest: Website > Company > Board Governance Guidelines > Conflicts of Interest > p.5</p> <p>Public board memberships of all Directors are disclosed in our 2021 Management Information Proxy Circular: See Election of Directors: 2021 Management Information Proxy Circular > Election of Directors > pp.18–24</p> <p>Our approach on disclosure of conflicts of interest is also detailed in our 2021 Management Information Proxy Circular: See Disclosure of Conflicts of Interest and Related Party Transactions: 2021 Management Information Proxy Circular > Disclosure of Conflicts of Interest and Related Party Transactions > p.38</p> <p>To maintain Director independence and avoid potential conflicts, the Board reviews the number of board interlocks among its Directors. Accordingly, unless otherwise determined by the Board, no more than two Directors may serve together on the board of another public company, and Directors may not serve together on the boards of more than two other public companies. At present, two Directors serve on the same board of another public company, but the Board has determined that this relationship does not impair the exercise of independent judgment by these Board members.</p> <p>If a Director has a material interest in a transaction involving the Company or otherwise identifies a potential conflict he or she may bring the matter before the Board or a committee, the Director must declare the conflict or potential conflict at the beginning of the Board or committee meeting. The Director who has a conflict or potential conflict must not attend any part of the meeting during which the matter is discussed or participate in a vote on such matter.</p> <p>In addition, the Corporate Governance and Social Responsibility Committee is responsible for reviewing any related party transactions involving a Director, and following its review, it will make a recommendation thereon to the Board.</p>	
102-26	Role of highest governance body in setting purpose, values, and strategy	<p>The role of the highest governance body in setting purpose values and strategy is described in our 2021 ESG Report. See ESG Governance: 2021 ESG Report > ESG Governance > p.56</p>	
102-27	Collective knowledge of highest governance body	<p>The Corporate Governance and Social Responsibility Committee receives detailed quarterly reports on ESG trends, regulatory changes, and Company ESG performance data.</p> <p>Further details on the collective knowledge of the highest governance body can be found in the 2021 Management Information Proxy Circular. See Continuing Education: 2021 Management Information Proxy Circular > Continuing Education > pp.40–41</p> <p>The role of the highest governance body is described in our 2021 ESG Report. See ESG Governance: 2021 ESG Report > ESG Governance > p.56</p>	
102-28	Evaluating the highest governance body's performance	<p>2021 Management Information Proxy Circular > Corporate Governance and Social Responsibility Committee > pp.34–35</p>	
102-29	Identifying and managing economic, environmental, and social impacts	<p>Identifying and managing social impacts:</p> <p>Every quarter, the ESG team prepares a report for our Board of Directors to review the social and environment status of our owned and contracted facilities. In 2021, we did not have any non-compliances related to human rights. However, if these were to happen, they would be reviewed by the Board. During Q3 2021, the Board reviewed and approved the Company's Next Generation ESG strategy and targets and the underlying governance structure to support the strategy. Since then, the Board has been provided quarterly updates as to progress related to the new ESG strategy and targets. Performance against the new targets will continue to be reported to the Board on a quarterly basis.</p> <p>The Board's risk governance framework is described in the Board Governance Guidelines. See Risk Management: Website > Company > Board Governance Guidelines > Risk Management > pp.8–9</p> <p>Environmental and climate change risks are detailed in our 2021 ESG Report. See TCFD Framework: 2021 ESG Report > Towards TCFD Alignment > p.27</p> <p>Our approach to risk oversight is detailed in our 2021 ESG Report. See Risk Management: 2021 ESG Report > Governance > Risk Management > p.60</p>	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE										
102-30	Effectiveness of risk management process	2021 Management Information Proxy Circular > Corporate Governance and Social Responsibility Committee > pp.34–35											
102-31	Review of economic, environmental, and social topics	Quarterly											
102-32	Highest governance body's role in sustainability reporting	The highest governance body's role in sustainability reporting is detailed in our Corporate Governance and Social Responsibility Committee Charter. See Mandate: Website > Corporate Governance and Social Responsibility Committee > Mandate > p.1											
102-33	Communicating critical concerns	Our process for communicating critical concerns is described in our 2021 ESG Report. See Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > Reporting Violations and Grievances > p.54 For more information, refer to the Company's Ethics & Compliance page. In addition, interested parties may communicate confidentially with the Chair of the Board or with non-management Directors as a group regarding any concerns, by mail at the address of the Company's head office at Tour KPMG, 600 de Maisonneuve West, Montreal, Quebec, Canada, H3A 3J2, or by e-mail, care of the Corporate Secretary, at corporate.governance@gildan.com . All complaints and compliance issues are reported to the Ethics and Fraud Compliance Committee (which is a subcommittee of the Compliance Steering Committee), which will determine which issues need to be reported to the Corporate Governance and Social Responsibility Committee . The Audit and Finance Committee of the Board is also notified by the Internal Audit Department if a complaint relates to accounting, internal controls, or audit matters, or if fraudulent conduct is involved. In such instances, the Audit and Finance Committee determines how the case will be handled.											
102-34	Nature and total number of critical concerns	2021 ESG Report > Governance > Reporting Violations and Grievances > p.54 Website > Company > Governance Policies > Whistleblowing Policy for Employees and External Stakeholders											
102-35	Remuneration policies	Director compensation is described in our 2021 Management Information Proxy Circular. See Outside Director Compensation and Director Compensation Practices: 2021 Management Information Proxy Circular > Outside Director Compensation > pp.25–28 Executive compensation is described in our 2021 Management Information Proxy Circular. See Advisory Vote on Executive Compensation: 2021 Management Information Proxy Circular > Advisory Vote on Executive Compensation > pp.45–87											
102-36	Process for determining remuneration	Benchmarking practices are also detailed in our 2021 Management Information Proxy Circular. See External Benchmarking: 2021 Management Information Proxy Circular > External Benchmarking > p.27 The process for determining compensation is detailed in our 2021 Management Information Proxy Circular. See Our Compensation Practices: 2021 Management Information Proxy Circular > Our Compensation Practices > pp.47–48 Information on compensation consultation can also be found in the 2021 Management Information Proxy Circular. See Role of the Compensation Consultant: 2021 Management Information Proxy Circular > Role of the Compensation Consultant > p.56											
102-37	Stakeholders' involvement in remuneration	Stakeholders' involvement in remuneration is detailed in our 2021 Management Information Proxy Circular. See Shareholder Advisory Vote on Executive Compensation: 2021 Management Information Proxy Circular > Shareholder Advisory Vote on Executive Compensation > pp.45–48 The Board of Directors also proactively sought feedback from shareholders in 2021 in consideration of concerns expressed by some shareholders on 2020 compensation decisions.											
102-39	Percentage increase in annual total compensation ratio	This information is not specifically calculated; however, the increase in compensation applicable to a top-paid executive in each country is governed by the same budget for annual increases that is applicable to any employee of the applicable country. It is therefore expected that the increase will be in the same range as the country average.											
Stakeholder engagement													
102-40, 102-43, 102-44	List of stakeholder groups	A list of stakeholder groups can be found in our 2021 ESG Report. See Stakeholder Engagement: 2021 ESG Report > Governance > Stakeholder Engagement > p.57											
102-41	Collective bargaining agreements	<table border="1"> <thead> <tr> <th>Collective bargaining agreement</th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Employees covered (%)</td> <td>46</td> <td>53</td> <td>52</td> <td>55</td> </tr> </tbody> </table>	Collective bargaining agreement	2021	2020	2019	2018	Employees covered (%)	46	53	52	55	
Collective bargaining agreement	2021	2020	2019	2018									
Employees covered (%)	46	53	52	55									
Reporting practices													
102-45	Entities included in the consolidated financial statements	Entities included in the consolidated financial statement are described in our 2021 Annual Report: 2021 Annual Report > Significant Accounting Policies > pp.67–68											
102-46	Defining report content and topic boundaries	Report content and topic boundaries are defined by Gildan as having "operational control" in order to establish its organizational boundary.											

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE
102-47	List of material topics	A list of material topics can be found in our 2021 ESG Report. See Updating Our Materiality Assessment: 2021 ESG Report > Next Generation ESG Strategy and Future Targets > Materiality Assessment > p.12	
102-48	Restatements of information	For the reporting period 2021, we updated our baselines related to GHG emissions, energy intensity, and water intensity, using a 2018 baseline year; this aligns with our new ESG strategy and targets, which were established at the end of 2021 and announced in early 2022.	
102-49	Changes in reporting	For the reporting period 2021, we updated baselines related to GHG emissions, energy intensity, and water intensity, using a 2018 baseline year; this aligns with our new ESG strategy and targets, which were established at the end of 2021 and announced in early 2022. In 2021, we have: <ul style="list-style-type: none"> Included Bangladesh in our Business Travel Emissions (scope 3), increasing our coverage from 73% to 93% of our employee base Included environmental data related to the size of all habitat areas protected or restored for our sites in Honduras and Dominican Republic Excluded environment data related to sites in Mexico (due to closure in 2020) and for the offices located in Canada, China, and Australia (which account for less than 5% of total emissions). 	
102-50	Reporting period	The scope of this report highlights our Company-wide environmental, economic, social, and governance performance and goals from January 1, 2021 to December 31, 2021.	
102-51	Date of most recent report	Gildan's 17 th ESG Report, which was published on August 6, 2021: Website > Responsibility > Respect for Transparency > ESG Reports > Gildan 2020 ESG Report	
102-52	Reporting cycle	This ESG Report reflects the activities that occurred in the 2021 calendar year.	
102-53	Contact point for questions regarding the report	Gildan Activewear Inc. 600 de Maisonneuve Boulevard West, Suite 3300 Montreal, Quebec, H3A 3J2 cc@gildan.com https://gildancorp.com/en/	
102-54	Claims of reporting in accordance with the GRI standards.	This report has been prepared in accordance with the GRI Standards: Comprehensive Option. This report adheres to the GRI Standards content and quality principles: Stakeholder inclusiveness, Sustainability context, Materiality, Completeness, Accuracy, Balance, Clarity, Comparability, Reliability, and Timeliness.	
102-55	GRI content index	2016 GRI Content Index	
102-56	External assurance	Gildan received third-party limited assurance from Corporate Citizenship on 16 indicators, including: total energy usage, energy intensity per production, total scope 1 greenhouse gas (GHG) emissions, total scope 2 GHG emissions, change in total scope 1 and 2 emissions (compared to a 2018 baseline), scope 3 GHG emissions, total water withdrawal, total water discharge, change in water withdrawal intensity per production (compared to a 2018 baseline), total waste, landfill waste intensity per production, gender diversity, work-related injury rate, lost-time injury rate, lost-time frequency rate, and injury severity rate. This data have been prepared in accordance with the GRI Principles for Defining Report Quality, the GHG emissions indicators, the WRI/WBSCD GHG Protocol Corporate Accounting and Reporting Standard (Revised), and appropriate GHG conversion factors for Company reporting. Selected indicators contained in the report are indicated with a  .	
GRI-200: ECONOMIC			
Economic			
201-1	Direct economic value generated and distributed	Our direct economic value generated and distributed can be found in our 2021 Annual Report. See Operating Results: 2021 Annual Report > Selected Annual Information > pp.10–22 Also see Notes to Consolidated Financial Statements: 2021 Annual Report > Notes to Consolidated Financial Statement > pp.103–107, pp.112–122	
201-2	Financial implications and other risks and opportunities due to climate change	As part of our climate change disclosure aligned with the TCFD recommendations, we conducted a qualitative analysis of the financial implications and other risks and opportunities due to climate change. See: 2021 ESG Report > Environment > Towards TCFD Alignment > p.27 We describe the financial implications and other risks and opportunities in our 2021 Annual Report. See: 2021 Annual Report > Risks and Uncertainties > pp.36–48	
201-3	Defined benefit plan obligations and other retirement plans	In locations where employees are eligible for pension plans, all plans are defined as contribution-based. There are no defined benefit pension plans. Our pension plans are described in detail in our 2021 Annual Report. See: 2021 Annual Report > Significant Accounting Policies > p.67	



DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE																
201-4	Financial assistance received from government	<p>All financial assistance received from a government is described in our 2021 Annual Report. See: 2021 Annual Report > Supplementary Information Relating to the Nature of Expenses > Government assistance > p.109</p>																	
GRI-202 Market presence																			
202-2	Proportion of senior management hired from the local community	In 2021, 85% (528 out of 623) of all managers at our manufacturing facilities were from the local communities. We believe that this approach has a direct and positive impact on the quality of life of our workers, their families, and the communities in which we operate.																	
GRI-204 Procurement practices																			
204-1	Proportion of spending on local suppliers	<p>In 2021, Gildan's total expenditures for materials and services with local suppliers exceeded \$850 million. Additionally, as we continue to enhance our ESG Reporting, in 2021 we also included expenditures related to local suppliers in Canada and the United States.</p> <table border="1"> <thead> <tr> <th>Country</th> <th>Number of suppliers (2021)</th> </tr> </thead> <tbody> <tr> <td>Bangladesh</td> <td>392</td> </tr> <tr> <td>Canada</td> <td>222</td> </tr> <tr> <td>Dominican Republic</td> <td>317</td> </tr> <tr> <td>Honduras</td> <td>555</td> </tr> <tr> <td>Nicaragua</td> <td>274</td> </tr> <tr> <td>United States</td> <td>456</td> </tr> <tr> <td>Total</td> <td>2,216</td> </tr> </tbody> </table>	Country	Number of suppliers (2021)	Bangladesh	392	Canada	222	Dominican Republic	317	Honduras	555	Nicaragua	274	United States	456	Total	2,216	
Country	Number of suppliers (2021)																		
Bangladesh	392																		
Canada	222																		
Dominican Republic	317																		
Honduras	555																		
Nicaragua	274																		
United States	456																		
Total	2,216																		
GRI-205 Anti-corruption																			
205-1	Operations assessed for risks related to corruption	<p>Our 2021 ESG Report describes how our operations are assessed for risks related to corruption. See: 2021 ESG Report > Governance > Ethics and Integrity Standards > pp.52-55</p> <p>The following policies help to guide our activities to ensure risks related to corruption: Website > Company > Ethics and Compliance > Code of Ethics Website > Responsibility > Respect for Transparency > Codes and Policies > Anti-corruption Policy and Compliance Program Website > Responsibility > Respect for Transparency > Codes and Policies > Code of Conduct Website > Responsibility > Respect for Transparency > Codes and Policies > Social and Sustainable Compliance Guidebook</p>																	
205-2	Communication and training about anti-corruption policies and procedures	<p>Communication and training on anti-corruption policies and procedures, available through our Social Compliance Program, are described in our 2021 ESG Report. See: 2021 ESG Report > Social > Human Rights and Ethical Labour Practices > pp.30,33,34</p>																	
205-3	Confirmed incidents of corruption and actions taken	2021 ESG Report > Governance > Reporting Violations and Grievances > p.54																	
GRI-206 Anti-competitive behaviour																			
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	In 2021, no legal actions were taken against Gildan for anti-competitive behaviour or violations of anti-trust or monopoly legislation, and no substantiated complaints have been received regarding breaches of customer privacy.																	
GRI-207 Tax																			
207-1	Approach to tax	<p>Our approach to tax is described in our 2021 ESG Report: See: 2021 ESG Report > Social > How We Approach Taxation > p.49</p> <p>Our Approach to Tax can be found here Website > Reports and Filings > Supplemental Info (IFRS) > Tax Strategies Disclosure</p> <p>Our Tax Strategy can be found here: Website > Investors > Gildan Tax Strategy</p>																	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE															
207-2	Tax governance, control, and risk management	<p>More information regarding our procedures around tax is contained in our 2021 Annual report. See: 2021 Annual Report > Risks and Uncertainties > Factors or circumstances that could increase our effective income tax rate > p.44</p> <p>More Information regarding our approaches towards tax is contained in our 2021 ESG Report. 2021 ESG Report > Social > How We Approach Taxation > p.49</p> <p>Our Tax Strategy can be found here: Website > Investors > Gildan Tax Strategy</p>																
207-4	Country-by-country reporting	<p>Gildan does not publicly report country-by-country tax information. We do provide this information to the Canadian tax authorities as required by Canadian tax law, as well as other applicable jurisdictions in which we operate when required by law.</p> <p>Gildan publicly discloses the percentage of its principal subsidiary jurisdictions and ownerships in its 2021 Annual Information Form. See Incorporate Relationships: 2021 Annual Information Form > Corporate Structure > Incorporate Relationships > p.5</p> <p>The subsidiaries that have been omitted do not represent individually more than 10% of the consolidated assets and 10% of the consolidated revenues of Gildan, or in the aggregate more than 20% of the total consolidated assets and the consolidated revenues, as at, and for the year ended January 2, 2022.</p>																
GRI-300: ENVIRONMENTAL																		
GRI-301 Materials																		
103-1	Explanation of the material topic and its boundaries	<p>An explanation of the material topic and its boundaries can be found in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > pp.17-18</p> <p>See also Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>																
103-2	The management approach and its components	<p>The management approach and its components are detailed in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Environment > Our Approach > pp.17-18</p> <p>See also: Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>See also Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>																
103-3	Evaluation of the management approach	<p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>An evaluation of the management approach is described in our 2021 ESG Report. See Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p> <p>See also Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > p.52</p>																
301-1	Materials used by weight or volume	<p>Materials used by weight or volume:</p> <table border="1"> <thead> <tr> <th>Material used</th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total weight of all plastic packaging (t)</td> <td>1,130.89</td> <td>560.49</td> <td>788.36</td> <td>870.77</td> </tr> <tr> <td>Coverage (as a % of cost of goods sold)</td> <td>100</td> <td>99.9</td> <td>85</td> <td>85</td> </tr> </tbody> </table>	Material used	2021	2020	2019	2018	Total weight of all plastic packaging (t)	1,130.89	560.49	788.36	870.77	Coverage (as a % of cost of goods sold)	100	99.9	85	85	
Material used	2021	2020	2019	2018														
Total weight of all plastic packaging (t)	1,130.89	560.49	788.36	870.77														
Coverage (as a % of cost of goods sold)	100	99.9	85	85														
301-2	Recycled input materials used	<p>Our use of recycled input materials is described in our 2021 ESG Report. See Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>																
301-3	Reclaimed products and their packaging materials	<p>Our use of reclaimed products and their packaging materials are described in our 2021 ESG Report. See Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>																


DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE																																																																																																																								
GRI-302 Energy																																																																																																																											
103-1	Explanation of the material topic and its boundaries	<p>An explanation of the material topic and its boundaries can be found in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > pp.17-18</p> <p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p>																																																																																																																									
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DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY										THIRD-PARTY ASSURANCE			
302-1	Energy consumption within the organization	Energy consumption by process		2021 (% of total energy consumption)				2021 total absolute energy (GJ)				✓			
		Distribution centre		1.5				105,141.7							
		Hosiery manufacturing		5.0				338,848.86							
		Textile manufacturing		58.4				3,997,376.34							
		Integrated manufacturing (textiles and sewing)		4.4				299,489.28							
		Yarn spinning		23.9				1,632,964.66							
		Sewing operations		3.1				212,162							
		Garment dyeing		2.5				173,360.86							
		Other		1.2				80,005.15							
		Total		100				6,839,348.85							
302-3	Energy intensity	Energy measurement				2021	2020	2019	2018	Energy intensity by country			2021 total energy intensity (GJ/kg)	2020 total energy intensity (GJ/kg)	✓
		Absolute direct energy (GJ)		3,940,568		2,737,570		5,114,489		5,050,887		Canada	Manufacturing operations ceased in 2020	0.00009	
		Absolute indirect energy (GJ)		2,898,781		2,166,677		3,089,386		3,078,369		United States	0.00672	0.00751	
		Absolute total energy (GJ)		6,839,349		4,904,248		8,203,875		8,129,256		Mexico	Manufacturing operations ceased in 2020	0.00022	
		Total energy intensity (GJ/kg)		0.0267		0.0288		0.02971		0.03066		Honduras	0.01462	0.01542	
		Types of energy included in the intensity ratio		Diesel								Nicaragua	0.00034	0.00037	
				Bunker								Dominican Republic	0.00381	0.00409	
				NG								Bangladesh	0.00121	0.00109	
				LPG								Barbados	0.00002	0.00002	
				LNG								Total	0.0267	0.0288	
				CNG											
				Biomass											
				Electricity											
		Whether the ratio uses energy consumption within the organization, outside of it, or both		Within the organization											
		Percentage intensity variation (compared to a 2018 baseline) (%)		-12.88		-6.06		-3.09		0					
		Percent renewable energy (%)		39		33		44		40					

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY						THIRD-PARTY ASSURANCE
302-3	Energy intensity	Energy intensity by process	2021 total energy intensity (GJ/kg)	2020 total absolute energy (GJ/KG)	Energy intensity by source	2021 total energy intensity (GJ/kg)	2020 total energy intensity (GJ/kg)	✓
		Distribution centre	0.00041	0.00060	Electricity	0.01132	0.01272	
		Hosiery manufacturing	0.00132	0.00148	Propane	0.00060	0.00078	
		Textile manufacturing	0.01561	0.01663	Fuel oil (bunker)	0.00243	0.00373	
		Integrated manufacturing (textiles and sewing)	0.00117	0.00109	Diesel	0.00026	0.00029	
		Yarn spinning	0.00638	0.00709	Natural gas	0.00183	0.00191	
		Sewing operations	0.00083	0.000916	Biomass	0.01026	0.00935	
		Garment dyeing	0.00068	0.00064	LNG	0	0.000002	
		Other	0.00031	0.000365	CNG	0.00001	0.000003	
		Total	0.02671	0.0288	Total	0.02671	0.0288	
		GRI-303 Water and effluents						
103-1	Explanation of the material topic and its boundaries	<p>An evaluation of the management approach is described in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > pp.17-18</p> <p>See also Managing our Water Resources: 2021 ESG Report > Environment > Managing our Water Resources > p.21</p>						
103-2	The management approach and its components	<p>The management approach and its components are detailed in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Environment > Our Approach > pp.17-18</p> <p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>See also Managing our Water Resources: 2021 ESG Report > Environment > Managing our Water Resources > p.21</p>						
103-3	Evaluation of the management approach	<p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>An evaluation of the management approach is described in our 2021 ESG Report. See Managing our Water Resources: 2021 ESG Report > Environment > Managing our Water Resources > p.21</p> <p>See also Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > p.52</p>						
303-1	Interactions with water as a shared resource	<p>See also Our Approach: 2021 ESG Report > Environment > Our Approach > pp.17-18</p> <p>Our interaction with water as a shared resource is detailed in our 2021 ESG Report. See Managing our Water Resources: 2021 ESG Report > Environment > Managing our Water Resources > p.21</p> <p>See also Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>						
303-2	Management of water discharge-related impacts	<p>Our management of water discharge related impacts is detailed in our 2021 ESG Report. See Managing our Water Resources: 2021 ESG Report > Environment > Managing our Water Resources > p.21</p>						

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY										THIRD-PARTY ASSURANCE		
303-3	Water withdrawal	Water withdrawal by source		2021 (megalitres)				Total water withdrawal (megalitres)		2021	2020	2019	2018	✓
		Surface water		0				Municipal water		677.42	668.01	2,301.60	2,117.11	
		Groundwater		16,838.48				Fresh groundwater		16,838.48	11,955.18	18,216.08	20,026.18	
		Seawater		0				Total		17,515.90	12,623.19	20,517.68	22,143.29	
		Produced water		0										
		Third-party water (total)		677.42										
		Total water withdrawal by source		17,515.90										
303-4	Water discharge	Total water withdrawal (megalitres)		2021	2020	2019	2018	Water discharge by destination (megalitres)		2021	2020	✓		
		Total water discharge		16,199	10,678.18	18,718.01	18,079.90	Surface water		15,413.94	10,081.059			
		Wastewater – off-site treatment		784.67	597.12	1,912.60	3,122.58	Groundwater		0	0			
		Wastewater – on-site treatment		15,413.94	10,081.06	16,805.41	14,957.32	Seawater		0	0			
								Third-party water (total)		784.67	597.12			
								Third-party water sent for use to other organizations		0	0			
		Total water discharge						Total water discharge		16,198.62	10,678.179			
303-5	Water consumption	Total water consumption from all areas		2021	2020	2019	2018							
		Total water consumption from all areas (megalitres)		17,515.90	12,613.20	20,517.68	22,143.28							
GRI-304 Biodiversity														
103-1	Explanation of the material topic and its boundaries	<p>An evaluation of the management approach is described in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > pp.17-18</p> <p>See also Biodiversity and Afforestation: 2021 ESG Report > Environment > Biodiversity and Afforestation > pp.25-26</p>												
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103-3	Evaluation of the management approach	<p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>An evaluation of the management approach is described in our 2021 ESG Report. See Biodiversity and Afforestation: 2021 ESG Report > Environment > Biodiversity and Afforestation > pp.25-26</p> <p>See also Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > pp.52-54</p>												

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE
304-1	Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas	<p>Our areas of biodiversity management are described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Environment > Our Approach > pp.17-18</p> <p>See also Biodiversity and Afforestation: 2021 ESG Report > Environment > Biodiversity and Afforestation > pp.25-26</p>	
304-2	Significant impacts of activities, products, and services on biodiversity	<p>Significant impacts of activities, products, and services on biodiversity are detailed in our 2021 ESG Report. See Biodiversity and Afforestation: 2021 ESG Report > Environment > Biodiversity and Afforestation > pp.25-26</p>	
304-3	Habitats protected or restored	<p>Protected and restored habitats are described in our 2021 ESG Report. See Biodiversity and Afforestation: 2021 ESG Report > Environment > Biodiversity and Afforestation > pp.25-26</p>	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	<p>No threatened species were identified in the 2022 assessments conducted at our operations in the Dominican Republic and Honduras.</p> <p>15 bird species of least concern (LC) were reported in the Dominican Republic Biotop.</p> <p>35 bird species of least concern (LC) were reported in the Honduras Biotop.</p>	
GRI-305 Emissions			
103-1	Explanation of the material topic and its boundaries	<p>An explanation of the management approach is described in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > pp.17-18</p> <p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p>	
103-2	The management approach and its components	<p>The management approach and its components are detailed in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Environment > Our Approach > pp.17-18</p> <p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p>	
103-3	Evaluation of the management approach	<p>An evaluation of the management approach is described in our 2021 ESG Report. See Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>See also Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > p.52</p>	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY						THIRD-PARTY ASSURANCE																																																						
305-1	Direct (scope 1) GHG emissions	<table border="1"> <thead> <tr> <th colspan="2">Direct (scope 1) GHG emissions</th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td colspan="2">Gross direct (scope 1) GHG emissions in tonnes CO₂ equivalent (tCO₂e)</td> <td>91,095</td> <td>79,916</td> <td>97,059</td> <td>118,284</td> </tr> <tr> <td colspan="2">Gases included in the calculations above: CO₂, CH₄, N₂O, HFC, PFCs, SF₆, NF₂, or all.</td> <td colspan="4">CO₂, CH₄, N₂O, HFC</td> </tr> <tr> <td colspan="2">Biogenic CO₂ equivalent emissions (t)</td> <td>233,454</td> <td>143,531</td> <td>327,005</td> <td>293,149</td> </tr> <tr> <td colspan="2">Base year of the calculation</td> <td colspan="4">2018</td> </tr> <tr> <td colspan="2">Consolidation approach for emissions: equity share, financial control, or operational control</td> <td colspan="4">Operational control</td> </tr> <tr> <td colspan="2" rowspan="2">Source of the emissions factors and the global warming potential (GWP) rates used or reference to the GWP source</td> <td colspan="4">Environmental Protection Agency (EPA, United States), Emissions Factors for Greenhouse Gas Inventories</td> </tr> <tr> <td colspan="4">Intergovernmental Panel on Climate Change (IPCC), Global Warming Potential (GWP) AR4</td> </tr> <tr> <td colspan="2">Standards, methodologies, assumptions, and/or calculation tools used</td> <td colspan="4">Greenhouse Gas Protocol (2019)</td> </tr> </tbody> </table>						Direct (scope 1) GHG emissions		2021	2020	2019	2018	Gross direct (scope 1) GHG emissions in tonnes CO ₂ equivalent (tCO ₂ e)		91,095	79,916	97,059	118,284	Gases included in the calculations above: CO ₂ , CH ₄ , N ₂ O, HFC, PFCs, SF ₆ , NF ₂ , or all.		CO ₂ , CH ₄ , N ₂ O, HFC				Biogenic CO ₂ equivalent emissions (t)		233,454	143,531	327,005	293,149	Base year of the calculation		2018				Consolidation approach for emissions: equity share, financial control, or operational control		Operational control				Source of the emissions factors and the global warming potential (GWP) rates used or reference to the GWP source		Environmental Protection Agency (EPA, United States), Emissions Factors for Greenhouse Gas Inventories				Intergovernmental Panel on Climate Change (IPCC), Global Warming Potential (GWP) AR4				Standards, methodologies, assumptions, and/or calculation tools used		Greenhouse Gas Protocol (2019)						
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<p><i>Note: Our facility operations in Mexico and Canada ceased in 2020</i></p>																																																														

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY				THIRD-PARTY ASSURANCE			
305-2	Energy indirect (scope 2) GHG emissions	Energy indirect (scope 2) GHG emissions		2021	2020	2019	2018	✓	
		Gross indirect (scope 2) GHG emissions in tonnes CO ₂ equivalent (tCO ₂ e), market-based method.		281,545	208,927	315,067	324,136		
		Gases included in the calculation above: CO ₂ , CH ₄ , N ₂ O, HFC, PFCs, SF ₆ , NF ₂ , or all.		CO ₂ , CH ₄ , N ₂ O					
		Base year of the calculation		2018					
		Source of the emissions factors and the global warming potential (GWP) rates used or reference to the GWP source.		International Energy Agency (IEA), Emissions Factors					
				Environmental Protection Agency (EPA, United States), Emissions & Generation Resource Integrated Database (eGRID)					
				Emissions factor for contract with BECOSA (Honduras), provided by supplier					
		Consolidation approach for emissions: equity share, financial control, or operational control.		Operational control					
		Standards, methodologies, assumptions, and/or calculation tools used.		Greenhouse Gas Protocol (2019), IPCC, EPA					
		Scope 2 emissions by facility/business unit, market-based method		Scope 2 GHG emissions in 2021 (tCO₂e)	Scope 2 emissions by country, market-based method		Scope 2 GHG emissions in 2021 (tCO₂e)		
		Distribution centre		6,590	Canada		Manufacturing operations ceased in 2020		
		Hosiery		15,623	United States		151,440		
		Textile		84,502	Mexico		Manufacturing operations ceased in 2020		
		Yarn		146,493	Honduras		89,075		
		Sewing		15,408	Nicaragua		5,713		
Garment dyeing		2,355	Dominican Republic		29,614				
Integrated manufacturing (textiles and sewing)		4,031	Bangladesh		5,031				
Others		6,543	Barbados		673				
Total		281,545	Total		281,545				

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY						THIRD-PARTY ASSURANCE		
305-3	Other indirect (scope 3) GHG emissions	Other indirect (scope 3) GHG emissions		Categories	2021	2020	2019	2018	✓	
		Gross indirect (scope 3) GHG emissions in tonnes CO ₂ equivalent (tCO ₂ e)	Employee commuting	3,550	2,935	3,907	170			
			Business air travel	354	67	430	151			
			Landfill waste	4,358	3,683	-	-			
			Upstream transportation and distribution	28,079	33,000	30,283	-			
			Total	36,341	39,685	34,620	321			
		Gases included in the calculation above: CO ₂ , CH ₄ , N ₂ O, HFC, PFCs, SF ₆ , NF ₂ , or all		CO ₂ , CH ₄ , N ₂ O						
		Other indirect (scope 3) GHG emissions		2021		2020				
		Base year calculation		2019		2019				
		Source of the emissions factors and the global warming potential (GWP) rates used or reference to the GWP source		DEFRA Department for Business, Energy & Industrial Strategy (UK), Conversion factors for Company reporting of greenhouse gas emissions		DEFRA				
Standards, methodologies, assumptions, and/or calculation tools used		Methodology used for scope 3 calculations: <ul style="list-style-type: none"> The emissions estimate for employee commuting considers bus transportation related to our sites in Honduras, Nicaragua, and the Dominican Republic, which represented 82% of our total employee base at the end of 2021 Business travel emissions relate to the recorded distance of air travel and include employees based in Honduras, Nicaragua, the Dominican Republic, and Bangladesh, representing 93% of our employee base at the end of 2021 The emissions associated with the management of our landfill waste are estimated based on the tonnes of waste disposal recorded at all our global sites Our upstream transportation and distribution emissions include land transportation of goods and raw materials (yarn) in the United States and Bangladesh, and maritime transportation of one of our logistics services suppliers, which transports more than 80% of Gildan's containers between our manufacturing facilities and distribution centres throughout the Americas 		Methodology used for scope 3 calculations: <ul style="list-style-type: none"> The emissions estimate for employee commuting considers bus transportation related to our sites in Honduras, Nicaragua, the Dominican Republic, and Mexico, which represented 85% of our total employee base at the end of 2020 Business travel emissions relate to the recorded distance of air travel and includes employees based in Honduras and Nicaragua, representing 73% of our employee base at the end of 2020 The emissions associated with the management of our landfill waste are estimated based on the tonnes of waste disposal recorded at all our global sites Our upstream transportation and distribution emissions includes land transportation of goods and raw materials (yarn) in the United States and Bangladesh, and maritime transportation of one of our logistics services suppliers, which transports more than 80% of Gildan's containers between our manufacturing facilities and distribution centres throughout the Americas. The calculations use a distance-based method and emissions factors from the US EPA Emission Factors for Greenhouse Gas Inventories. For maritime transportation, we receive the data directly from the logistic services company, who uses trade lane-specific emissions factors 						

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY				THIRD-PARTY ASSURANCE
305-4	GHG emissions intensity	GHG emissions intensity	2021	2020	2019	2018
		GHG emissions intensity ratio for the organization (t/kg)	0.00146	0.0017	0.00149	0.00167
		Percentage intensity variation (compared to a 2018 baseline) (%)	-12.58	1.79	-10.77	0
		Organization-specific metric: total production (kg)	256,032,049	170,307,958	276,124,826	265,162,481
		Type of GHG emissions included in the intensity ratio, whether direct (scope 1), energy indirect (scope 2), and/or other indirect (scope 3)	CO ₂ e (scope 1 and 2)			
		Gases included in the calculation, whether CO ₂ , CH ₄ , N ₂ O, HFC, PFC, SF ₆ , NF ₃ , or all	CO ₂ , CH ₄ , N ₂ O, HFC			
305-5	Reduction of GHG emissions	Reduction of GHG emissions	2021	2020		
		GHG emissions reduction from 2018 to 2021, based on 2021 level of production, in tonnes of CO ₂ equivalent	69,780	153,577		
		Gases included in the calculation, whether CO ₂ , CH ₄ , N ₂ O, HFC, PFC, SF ₆ , NF ₃ , or all	CO ₂ , CH ₄ , N ₂ O			
		Base year or baseline	2018			
		Scopes in which reductions took place, whether direct (scope 1), energy indirect (scope 2), and/or other indirect (scope 3) (tCO ₂ e)	Scope 1 – 3,507 Scope 2 – 44,071	Scope 1 – 38,368 Scope 2 – 115,209		
		Standards methodologies, assumptions, and/or calculations used	Greenhouse Gas Protocol (2019)			
305-6	Emissions of ozone-depleting substances (ODS)	Emissions of ozone-depleting substances (ODS)	2021		2020	
		Production, imports, and exports of ODS in tonnes of CFC-11 (trichlorofluoromethane) equivalent (t)	5,996		6,526	
		Substances included in the calculation	CO ₂ , CH ₄ , N ₂ O			
		Source of the emission factors used	Global warming potential (GWP) values relative to CO ₂ (AR4)		Global warming potential (GWP) values relative to CO ₂ (AR4)	
		Standards, methodologies, assumptions, and/or calculation tools used	Greenhouse Gas Protocol, IPCC, EPA			
305-7	Nitrogen oxides (NO _x), sulphur oxides (SO _x), and other significant air emissions	Nitrogen oxides (NO_x), sulphur oxides (SO_x), and other significant air emissions	2021	2020	2019	2018
		Nitrogen oxide (NO _x)	212	183.8	215.6	293.9
		Sulphur dioxide (SO ₂)	338	343.9	320.7	517.2
		Total inorganic air emissions (t)	550	527.7	536.2	811.1

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE																																					
GRI-306 Waste																																								
103-1	Explanation of the material topic and its boundaries	<p>An explanation of the management approach is described in our 2021 ESG Report. See Environment: 2021 ESG Report > Environment > pp.17-18</p> <p>See also Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>																																						
103-2	The management approach and its components	<p>The management approach and its components are detailed in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Environment > Our Approach > pp.17-18</p> <p>See also Climate Change and Energy Use: See 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>See also Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p>																																						
103-3	Evaluation of the management approach	<p>See also Climate Change and Energy Use: 2021 ESG Report > Environment > Climate Change and Energy Use > pp.19-20</p> <p>An evaluation of the management approach is described in our 2021 ESG Report. See Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p> <p>See also Ethics and Integrity Standards: 2021 ESG Report > Governance > Ethics and Integrity Standards > p.52</p>																																						
306-1	Waste generation and significant waste-related impacts	<p>See also Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p> <p>Waste generation and significant waste-related impacts are detailed in our 2021 ESG Report. See 2021 Performance: 2021 ESG Report > Environment > Path to a Circular Economy > 2021 Performance > p.23</p>																																						
306-2	Management of significant waste-related impacts	<p>Management of significant waste-related impacts are described in our 2021 ESG Report. See Path to a Circular Economy: 2021 ESG Report > Environment > Path to a Circular Economy > pp.22-24</p> <p>See also 2021 Performance: 2021 ESG Report > Environment > Path to a Circular Economy > 2021 Performance > p.23</p>																																						
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306-4	Waste diverted from landfill	<table border="1"> <thead> <tr> <th>Waste intensity (kg/kg)</th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Total waste intensity (per kg of production)</td> <td>0.26475</td> <td>0.26744</td> <td>0.29095</td> <td>0.31028</td> </tr> <tr> <td>Total waste intensity variation (compared to a 2018 baseline) (%)</td> <td>-14.67</td> <td>-13.81</td> <td>-6.23</td> <td>0</td> </tr> <tr> <td>Landfill waste intensity (per kg of production)</td> <td>0.02970</td> <td>0.03114</td> <td>0.03154</td> <td>0.03362</td> </tr> <tr> <td>Landfill waste intensity variation (compared to a 2018 baseline) (%)</td> <td>-11.66</td> <td>-7.37</td> <td>-6.18</td> <td>0</td> </tr> </tbody> </table> <p><i>Total weight of recycled post-consumer textile fibers included in new products in 2021 was 923 tonnes</i></p> <table border="1"> <thead> <tr> <th>Recovery options</th> <th>2021 recovery options (tonnes)</th> </tr> </thead> <tbody> <tr> <td>Sale of factory seconds*</td> <td>7,849.72**</td> </tr> <tr> <td>Recycling</td> <td>57,912.15</td> </tr> <tr> <td>Other recovery options</td> <td>1,574.40</td> </tr> <tr> <td>On-site</td> <td>1,574.40</td> </tr> <tr> <td>Off-site</td> <td>57,912.15</td> </tr> </tbody> </table> <p><small>*Factory seconds are retail items slightly imperfect that are sold, and are diverted from landfill, avoiding destruction. **Values are approximate based on average weight of products sold</small></p>	Waste intensity (kg/kg)	2021	2020	2019	2018	Total waste intensity (per kg of production)	0.26475	0.26744	0.29095	0.31028	Total waste intensity variation (compared to a 2018 baseline) (%)	-14.67	-13.81	-6.23	0	Landfill waste intensity (per kg of production)	0.02970	0.03114	0.03154	0.03362	Landfill waste intensity variation (compared to a 2018 baseline) (%)	-11.66	-7.37	-6.18	0	Recovery options	2021 recovery options (tonnes)	Sale of factory seconds*	7,849.72**	Recycling	57,912.15	Other recovery options	1,574.40	On-site	1,574.40	Off-site	57,912.15	✓
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DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY				THIRD-PARTY ASSURANCE	
306-5	Waste directed to disposal	Waste directed to disposal	2021	2020	2019	2018	✓
		Total waste sent to landfill (t)	7,603	5,303	8,709	8,914	
		Total landfill waste intensity (kg waste/kg production)	0.02970	0.03114	0.03154	0.03362	
		Percentage sent to landfill (%)	11.33	11.6	10.8	10.8	
		Total hazardous waste (t)	694.64	1,211.0	530.88	592.51	
		Special waste (t)	25	92.15	17.95	28.97	
		Biomedical waste (t)	22.33	8.08	3.10	3.41	
		Other hazardous waste (t)	647.26	1,111.0	509.83	560.13	
GRI-307 Environmental compliance							
307-1	Non-compliance with environmental laws and regulations	Monetary and non-monetary environmental violations	2021	2020	2019	2018	
		Total monetary value of significant fines (\$)	0	0	0	0	
		Cases brought through dispute resolution mechanisms	0	0	0	0	
		Significant fines/penalties (above \$10,000) received	2021	2020	2019	2018	
		Number of violations of legal obligations/regulations	0	0	0	0	
		Amount of fines/penalties related to the above	0	0	0	0	
		Environmental liability accrued at year end	0	0	0	0	
		Significant fines and non-monetary sanctions for non-compliance in terms of:					
		I. Total monetary value of significant fines	0	-	-	-	
		II. Total number of non-monetary sanctions					
III. Cases brought through dispute resolution mechanisms							
Zero non-compliances with environmental laws and/or regulations were identified in 2021.							
GRI-308 Supplier environmental assessment							
308-1	New suppliers that were screened using environmental criteria	<p>In 2021, 100% of suppliers were screened using environmental criteria. See 2021 ESG Report > Governance > Ethics and Integrity Standards > Supplier and Contractor Standards > p.53 Website > Responsibility > Respect for Transparency > Codes and Policies > Code of Conduct</p>					

GRI-400: SOCIAL

GRI-401 Employment and GRI-402 Labour/management relations

103-1	Explanation of the material topic and its boundary	<p>An explanation of the topic and its boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Right to Freedom of Association and Collective Bargaining > p.35</p>	
103-2	The management approach and its components	<p>Our management approach is further detailed in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Our Approach > pp.28-29</p> <p>See also Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Right to Freedom of Association and Collective Bargaining > p.35</p> <p>See also Employee Wellbeing: 2021 ESG Report > Social > Employee Wellbeing > p.36-38</p>	

103-3	Evaluation of the management approach	<p>Evaluation of our management approach can be found in our 2021 ESG Report. See Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Right to Freedom of Association and Collective Bargaining > p.35</p>	
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401-1	New employee hires and employee turnover	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">Total number of new employee hires by age group, gender, and region</th> </tr> <tr> <th colspan="7">2021</th> </tr> <tr> <th rowspan="2">Region</th> <th colspan="3">Male</th> <th colspan="3">Female</th> </tr> <tr> <th>Under 30</th> <th>30–50</th> <th>Above 50</th> <th>Under 30</th> <th>30–50</th> <th>Above 50</th> </tr> </thead> <tbody> <tr> <td>North America</td> <td>375</td> <td>321</td> <td>126</td> <td>264</td> <td>259</td> <td>94</td> </tr> <tr> <td>Central America</td> <td>5,176</td> <td>978</td> <td>11</td> <td>2,952</td> <td>1,022</td> <td>1</td> </tr> <tr> <td>Caribbean</td> <td>656</td> <td>224</td> <td>13</td> <td>502</td> <td>276</td> <td>8</td> </tr> <tr> <td>Asia</td> <td>695</td> <td>292</td> <td>6</td> <td>780</td> <td>364</td> <td>1</td> </tr> <tr> <td>Total</td> <td>6,902</td> <td>1,815</td> <td>156</td> <td>4,498</td> <td>1,921</td> <td>104</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">Rate of new employee hires by age group, gender, and region</th> </tr> <tr> <th colspan="7">2021</th> </tr> <tr> <th rowspan="2">Region</th> <th colspan="3">Male</th> <th colspan="3">Female</th> </tr> <tr> <th>Under 30</th> <th>30–50</th> <th>Above 50</th> <th>Under 30</th> <th>30–50</th> <th>Above 50</th> </tr> </thead> <tbody> <tr> <td>North America</td> <td>2</td> <td>2</td> <td>1</td> <td>2</td> <td>2</td> <td>1</td> </tr> <tr> <td>Central America</td> <td>34</td> <td>6</td> <td>0</td> <td>19</td> <td>7</td> <td>0</td> </tr> <tr> <td>Caribbean</td> <td>4</td> <td>1</td> <td>0</td> <td>3</td> <td>2</td> <td>0</td> </tr> <tr> <td>Asia</td> <td>5</td> <td>2</td> <td>0</td> <td>5</td> <td>2</td> <td>0</td> </tr> <tr> <td>Total</td> <td>45</td> <td>11</td> <td>1</td> <td>29</td> <td>13</td> <td>1</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7">Rate of employee turnover by age group, gender, and management level</th> </tr> <tr> <th colspan="7">2021</th> </tr> <tr> <th rowspan="2">Management level</th> <th colspan="3">Male</th> <th colspan="3">Female</th> </tr> <tr> <th>Under 30</th> <th>30–50</th> <th>Above 50</th> <th>Under 30</th> <th>30–50</th> <th>Above 50</th> </tr> </thead> <tbody> <tr> <td>Junior management</td> <td>50</td> <td>6.93</td> <td>7.27</td> <td>16.67</td> <td>7.10</td> <td>9.09</td> </tr> <tr> <td>Senior management</td> <td>0</td> <td>6.67</td> <td>14.29</td> <td>0</td> <td>0</td> <td>20</td> </tr> </tbody> </table>	Total number of new employee hires by age group, gender, and region							2021							Region	Male			Female			Under 30	30–50	Above 50	Under 30	30–50	Above 50	North America	375	321	126	264	259	94	Central America	5,176	978	11	2,952	1,022	1	Caribbean	656	224	13	502	276	8	Asia	695	292	6	780	364	1	Total	6,902	1,815	156	4,498	1,921	104	Rate of new employee hires by age group, gender, and region							2021							Region	Male			Female			Under 30	30–50	Above 50	Under 30	30–50	Above 50	North America	2	2	1	2	2	1	Central America	34	6	0	19	7	0	Caribbean	4	1	0	3	2	0	Asia	5	2	0	5	2	0	Total	45	11	1	29	13	1	Rate of employee turnover by age group, gender, and management level							2021							Management level	Male			Female			Under 30	30–50	Above 50	Under 30	30–50	Above 50	Junior management	50	6.93	7.27	16.67	7.10	9.09	Senior management	0	6.67	14.29	0	0	20	
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DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE								
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	<p>A list of benefits provided to our full-time and temporary employees can be found in our 2021 ESG Report. See Employee Wellbeing: 2021 ESG Report > Social > Employee Wellbeing > pp.36-38</p> <p>100% of our owned facilities have payroll departments to ensure that workers are paid regularly, in full, and on time. In addition, the payroll departments provide workers with pay slips detailing their wages, along with their legitimate deductions.</p>									
401-3	Parental leave	<p>While the information is not compiled on a global basis, the Company supports and encourages employees to benefit from any available maternity, paternity, or parental leave program that is available in their respective country of employment.</p> <p>In Canada, in 2021, out of a total of 200 employees, six women elected to take both maternity leave and parental leave, and one man elected to take both paternity leave and parental leave. All these employees returned to work after their leave. No employee accepted a position in another organization within 12 months of their return to work.</p> <p>For our textile and sewing facilities in Central America and the Caribbean:</p> <table border="1"> <thead> <tr> <th>Location</th> <th>Employees on maternity leave in 2021</th> </tr> </thead> <tbody> <tr> <td>Dominican Republic</td> <td>81</td> </tr> <tr> <td>Honduras</td> <td>585</td> </tr> <tr> <td>Nicaragua</td> <td>347</td> </tr> </tbody> </table>	Location	Employees on maternity leave in 2021	Dominican Republic	81	Honduras	585	Nicaragua	347	
Location	Employees on maternity leave in 2021										
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GRI-403 Occupational health and safety											
103-1	Explanation of the material topic and its boundary	<p>Explanation of the material topic and its boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Global Health and Safety: 2021 ESG Report > Social > Global Health and Safety > pp.44-46</p>									
103-2	The management approach and its components	<p>The management approach and its components are described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Global Health and Safety > Our Approach > pp.44-46</p>									
103-3	Evaluation of the management approach	<p>Evaluation of our management approach is detailed in our 2021 ESG Report. See Global Health and Safety: 2021 ESG Report > Social > Global Health and Safety > pp.44-46</p>									
403-1	Occupational health and safety management system	<p>Our occupational health and safety management system is described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Global Health and Safety > Our Approach > pp.44-46</p>									
403-2	Hazard identification, risk assessment, and incident investigation	<p>Hazard identification, risk assessment, and incident investigation are detailed in our 2021 ESG Report. See Global Health and Safety: 2021 ESG Report > Social > Global Health and Safety > pp.44-46</p>									
403-3	Occupational health services	<p>Occupational health services are detailed in our 2021 ESG Report. See Medical Benefits: 2021 ESG Report > Social > Employee Wellbeing > Medical Benefits > pp.36-37</p>									
403-4	Worker participation, consultation, and communication on occupational health and safety	<p>Worker participation, consultation, and communication on occupational health and safety are detailed in our 2021 ESG Report. See Global Health and Safety: 2021 ESG Report > Social > Global Health and Safety > pp.44-46</p>									
403-5	Worker training on occupational health and safety	<p>Worker training on occupational health and safety is detailed in our 2021 ESG Report. See Global Health and Safety: 2021 ESG Report > Social > Global Health and Safety > pp.44-46</p>									
403-6	Promotion of worker health	<p>Our efforts to promote worker health are detailed in our 2021 ESG Report. See Medical Benefits and Global Health and Safety: 2021 ESG Report > Social > Employee Wellbeing > Medical Benefits > pp.36-38 2021 ESG Report > Social > Global Health and Safety > pp.44-46</p>									

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE																																																								
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Our efforts to prevent and mitigate occupational health and safety impacts are detailed in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Global Health and Safety > Our Approach > pp.44-46																																																									
403-8	Workers covered by an occupational health and safety management system	<table border="1"> <thead> <tr> <th>Schools for shoulder health</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Number of facilities with the program</td> <td>4 schools available within Gildan (one in Nicaragua and three in Honduras)</td> </tr> <tr> <td>Number of employee beneficiaries</td> <td>0 (no employee beneficiaries during 2021 due to COVID-19 restrictions)</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Gildan employees represented by formal OHS committees</th> <th>% (2021)</th> <th># (2021)</th> </tr> </thead> <tbody> <tr> <td>Formal representation</td> <td>98%</td> <td>46,700 out of 47,653</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th>Country</th> <th>Initiative</th> <th>Activity</th> <th>2021 employee participation</th> </tr> </thead> <tbody> <tr> <td>Bangladesh</td> <td>Biosafety protocol</td> <td>Daily biosafety protocol, biosafety training, and periodic audits</td> <td>100% participation</td> </tr> <tr> <td>Bangladesh</td> <td>Awareness program</td> <td>Safety awareness training on different topics performed for all levels</td> <td>95% participation</td> </tr> <tr> <td>Bangladesh</td> <td>ISO 45001 Implementation</td> <td>Management procedures and specific training for all levels</td> <td>95% participation</td> </tr> <tr> <td>Bangladesh</td> <td>Contractor management</td> <td>Safety awareness training on different topics performed for contractor employees of all levels</td> <td>100% participation</td> </tr> <tr> <td>United States</td> <td>Awareness program</td> <td>Safety awareness training (monthly)</td> <td>1,250 employees</td> </tr> <tr> <td>United States</td> <td>Wellness programs</td> <td>Flu shots, vaccine clinics</td> <td>Clinics were available at all locations on multiple occasions to employees and their family members</td> </tr> <tr> <td>United States</td> <td>Wellness program</td> <td>COVID-19 vaccination campaigns</td> <td>1,250 employees COVID-19 campaigns were held at each location to provide information and explain the benefits of the vaccine</td> </tr> <tr> <td>United States</td> <td>Wellness programs</td> <td>Internal clinic visits</td> <td>492 internal clinic visits</td> </tr> <tr> <td>Dominican Republic</td> <td>Biosafety protocol</td> <td>Daily biosafety protocol, biosafety training, and periodic audits</td> <td>100% participation</td> </tr> <tr> <td>Dominican Republic</td> <td>Vaccination program</td> <td>COVID-19 vaccination</td> <td>99% participation</td> </tr> </tbody> </table>	Schools for shoulder health	2021	Number of facilities with the program	4 schools available within Gildan (one in Nicaragua and three in Honduras)	Number of employee beneficiaries	0 (no employee beneficiaries during 2021 due to COVID-19 restrictions)	Gildan employees represented by formal OHS committees	% (2021)	# (2021)	Formal representation	98%	46,700 out of 47,653	Country	Initiative	Activity	2021 employee participation	Bangladesh	Biosafety protocol	Daily biosafety protocol, biosafety training, and periodic audits	100% participation	Bangladesh	Awareness program	Safety awareness training on different topics performed for all levels	95% participation	Bangladesh	ISO 45001 Implementation	Management procedures and specific training for all levels	95% participation	Bangladesh	Contractor management	Safety awareness training on different topics performed for contractor employees of all levels	100% participation	United States	Awareness program	Safety awareness training (monthly)	1,250 employees	United States	Wellness programs	Flu shots, vaccine clinics	Clinics were available at all locations on multiple occasions to employees and their family members	United States	Wellness program	COVID-19 vaccination campaigns	1,250 employees COVID-19 campaigns were held at each location to provide information and explain the benefits of the vaccine	United States	Wellness programs	Internal clinic visits	492 internal clinic visits	Dominican Republic	Biosafety protocol	Daily biosafety protocol, biosafety training, and periodic audits	100% participation	Dominican Republic	Vaccination program	COVID-19 vaccination	99% participation	
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403-8	Workers covered by an occupational health and safety management system	Country	Initiative	Activity	2021 employee participation	
		Dominican Republic	Safety initiatives	Safety walks with top management, safety talks given by plant managers, and safety audits performed per shift by supervisors	80% participation (3,334 employees)	
		Nicaragua	Biosafety protocol	Daily biosafety protocol, biosafety training, and audits	100% participation	
		Nicaragua	"7 Insights into Safety Leadership"	Training sessions given to senior and middle management	42 employees (senior and middle management)	
		Nicaragua	ISO 45001 implementation	Implementation of ISO 45001 management procedures, operative guidelines, and specific training for all levels	100% participation	
		Honduras	Biosafety Protocol	Daily biosafety protocol, biosafety training, and audits	100% participation	
		Honduras	7 Insights into Safety Leadership"	Training sessions given to middle management	28 employees (middle management)	
		Honduras	Vaccination program in facilities	COVID-19 vaccines provided by our medical staff in each facility	95% participation	
Honduras	ISO 45001 Implementation	Implementation of ISO 45001 management procedures, operative guidelines, and specific training for all levels	100% participation			
403-9	Work-related injuries	Work-related injuries and other safety statistics are detailed in our 2021 ESG Report. See 2021 Safety Statistics: 2021 ESG Report > Social > Global Health and Safety > 2021 Performance > 2021 Safety Statistics > p.45				✓
GRI-404 Training and education						
103-1	Explanation of the material topic and its boundary	An explanation of the material topic and its boundary is described in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29 See also Learning and Development: 2021 ESG Report > Social > Learning and Development > pp.38-39				
103-2	The management approach and its components	An explanation of the management approach and its components is found in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Learning and Development > Our Approach > pp.38-39				
103-3	Evaluation of the management approach	An evaluation of the management approach can be found in our 2021 ESG Report. See Learning and Development: 2021 ESG Report > Social > Learning and Development > pp.38-39				
404-1	Average hours of training per year per employee	Average hours of training per year per employee is detailed in our 2021 ESG Report. See Learning and Development: 2021 ESG Report > Social > Learning and Development > Global Training Hours > p.38				
404-2	Programs for upgrading employee skills and transition assistance programs	Our programs for upgrading employee skills and transition assistance programs are detailed in our 2021 ESG Report. See Learning and Development: 2021 ESG Report > Social > Learning and Development > pp.38-39				

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405-1	Diversity of governance bodies and employees	<table border="1"> <thead> <tr> <th rowspan="2">Organization's governance bodies by gender</th> <th colspan="2">2021</th> <th colspan="2">2020</th> </tr> <tr> <th>Male</th> <th>Female</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td>70</td> <td>30</td> <td></td> <td></td> </tr> <tr> <td>Corporate Governance and Social Responsibility Committee</td> <td>50</td> <td>50</td> <td></td> <td></td> </tr> <tr> <td>Audit and Finance Committee</td> <td>67</td> <td>33</td> <td></td> <td></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th rowspan="2">Organization's governance bodies by age group</th> <th colspan="3">2021 (%)</th> </tr> <tr> <th>Under 30</th> <th>30–50</th> <th>Over 50</th> </tr> </thead> <tbody> <tr> <td>Governance body</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Board of Directors</td> <td>0</td> <td>0</td> <td>100</td> </tr> <tr> <td>Corporate Governance and Social Responsibility Committee</td> <td>0</td> <td>0</td> <td>100</td> </tr> <tr> <td>Audit and Finance Committee</td> <td>0</td> <td>0</td> <td>100</td> </tr> <tr> <td>Compensation and Human Resources Committee</td> <td>0</td> <td>0</td> <td>100</td> </tr> </tbody> </table> <p>Number of employees by age, gender, and region is detailed in our 2021 ESG Report. See Diversity, Equity, and Inclusion: 2021 ESG Report > Social > Diversity, Equity, and Inclusion > Workforce Statistics > p.40</p> <table border="1"> <thead> <tr> <th>Local managers</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Total number of managers</td> <td>623</td> </tr> <tr> <td>Number of local managers</td> <td>528</td> </tr> <tr> <td>Percentage of local managers (%)</td> <td>84.75</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th rowspan="2">Management positions</th> <th colspan="3">2021 (age)</th> </tr> <tr> <th>Under 30</th> <th>30–50</th> <th>Over 50</th> </tr> </thead> <tbody> <tr> <td>Junior/first-level management positions</td> <td>8</td> <td>414</td> <td>154</td> </tr> <tr> <td>Top management positions</td> <td>0</td> <td>21</td> <td>26</td> </tr> <tr> <td>Total</td> <td>8</td> <td>435</td> <td>180</td> </tr> </tbody> </table>				Organization's governance bodies by gender	2021		2020		Male	Female			Board of Directors	70	30			Corporate Governance and Social Responsibility Committee	50	50			Audit and Finance Committee	67	33			Organization's governance bodies by age group	2021 (%)			Under 30	30–50	Over 50	Governance body				Board of Directors	0	0	100	Corporate Governance and Social Responsibility Committee	0	0	100	Audit and Finance Committee	0	0	100	Compensation and Human Resources Committee	0	0	100	Local managers	2021	Total number of managers	623	Number of local managers	528	Percentage of local managers (%)	84.75	Management positions	2021 (age)			Under 30	30–50	Over 50	Junior/first-level management positions	8	414	154	Top management positions	0	21	26	Total	8	435	180	
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Local managers	2021																																																																																			
Total number of managers	623																																																																																			
Number of local managers	528																																																																																			
Percentage of local managers (%)	84.75																																																																																			
Management positions	2021 (age)																																																																																			
	Under 30	30–50	Over 50																																																																																	
Junior/first-level management positions	8	414	154																																																																																	
Top management positions	0	21	26																																																																																	
Total	8	435	180																																																																																	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY							THIRD-PARTY ASSURANCE	
405-1	Diversity of governance bodies and employees	Workforce		2021						
		Management level		Male	Female					
		Junior management positions (%)		59.55	40.45					
		Top management positions (maximum 2 levels away from CEO) (%)		76.60	23.40					
		All management positions (junior, middle, and senior) (%)		60.83	39.17					
		Revenue-generating management positions (e.g., sales) (%)		66.54	33.46					
		STEM-related positions (%)		80.83	19.17					
		<p>STEM: Science, technology, engineering, and mathematics. STEM workers use their knowledge of science, technology, engineering or mathematics in their daily responsibilities. To be classified as a STEM employee, the employee should have a STEM-related qualification and make use of these skills in their operational position. Positions include, but are not limited to, the following: computer programmers, web developers, statisticians, logisticians, engineers, physicists, and scientists.</p>								
405-2	Ratio of basic salary and remuneration of women to men	Gildan corporate office		2021	2020	Female to male average monthly salary ratio (Honduras) by management level				
		Management level		Ratio of the basic salary and remuneration of women to men for each employee category:			Business unit	2021	2020	2019
		Executive level		0	0	Top management	Hosiery	N/A	99	99
		Management level		79.35	70	Management	Regional	89	91	88
		Non-management level		87.27	84		Hosiery	80	66	68
							Sewing	79	76	77
							Textile	99	108	93
							Honduras Distribution Centre	80	87	84
						Middle management (senior coordinators + coordinators)	Regional	95	94	91
							Hosiery	84	78	79
							Sewing	101	93	93
							Textile	94	90	89
						Supervisory	Honduras Distribution Centre	106	125	118
							Regional	95	93	87
							Hosiery	92	90	107
							Sewing	99	101	113
							Textile	104	104	118
						Support	Honduras Distribution Centre	99	101	108
							Regional	99	95	101
							Hosiery	100	92	94
							Sewing	114	109	98
							Textile	98	99	99
						Honduras Distribution Centre	103	99	105	
						Regional	85	83	86	
406-1	Incidents of discrimination and corrective actions taken	In 2021, two incidents of discrimination were observed at our contractor facilities. One incident was in relation to not meeting the minimum legal threshold with respect to workers with disabilities in the facility. As a result, we did not award any business to this potential contractor. The other incident pertained to not providing maternity benefits to eligible workers. We followed up with the contractor facility to ensure that they complied with legal requirement regarding worker benefits.								

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE
GRI-407 Freedom of association and collective bargaining			
103-1	Explanation of the material topic and its boundary	<p>An explanation of the material topic and its boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Freedom of Association and Collective Bargaining > p.35</p>	
103-2	The management approach and its components	<p>The management approach and its components are outlined in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Our Approach > pp.28-29</p> <p>See also Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Freedom of Association and Collective Bargaining > p.35</p>	
103-3	Evaluation of the management approach	<p>An evaluation of our management approach can be found in our 2021 ESG Report. See Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Right to Freedom of Association and Collective Bargaining > p.35</p>	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<p>An evaluation of our management approach can be found in our 2021 ESG Report. See Right to Freedom of Association and Collective Bargaining: 2021 ESG Report > Social > Right to Freedom of Association and Collective Bargaining > p.35</p>	
GRI-408 Child labour and GRI-409 Forced or compulsory labour			
103-1	Explanation of the material topic and its boundary	<p>An explanation of the material topic and its Boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Child and Forced Labour: 2021 ESG Report > Social > Child and Forced Labour > pp.33-34</p>	
103-2	The management approach and its components	<p>100% of our owned facilities have a Human Resources Department to ensure that workers' personal documents are not retained and/or workers' freedom of movement are not restricted.</p> <p>An explanation of the management approach and its components can be found in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Our Approach > pp.28-29</p> <p>See also Child and Forced Labour: 2021 ESG Report > Social > Child and Forced Labour > pp.33-34</p>	
103-3	Evaluation of the management approach	<p>An evaluation of the management approach is described in our 2021 ESG Report. See Child and Forced Labour: 2021 ESG Report > Social > Child and Forced Labour > pp.33-34</p>	
408-1	Operations and suppliers at significant risk for incidents of child labour	<p>There were zero incidents of child labour or young workers exposed to hazardous work observed during FY 2021 at any of our owned facilities or any of our contractors' facilities.</p> <p>For operations and suppliers at significant risk for incidents of child labour, see Child and Forced Labour: 2021 ESG Report > Social > Child and Forced Labour > pp.33-34</p> <p>See Social and Sustainable Compliance Guidebook: Website > Responsibility > Resources > Codes and Policies > Social and Sustainable Compliance Handbook > p.21</p>	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	<p>In 2021, we did not have any cases related to forced labour at any of our owned facilities or any of our contractors' facilities. As per our Code of Conduct, Gildan and its business partners will not use forced labour, including prison labour, indentured labour, bonded labour, or any other form of forced labour.</p> <p>Operations and suppliers at significant risk for incidents of forced or compulsory labour are described in our 2021 ESG Report. See Child and Forced Labour: 2021 ESG Report > Social > Child and Forced Labour > pp.33-34</p> <p>See also our Modern Slavery Act Transparency Statement: Website > Responsibility > Resources > Modern Slavery Act Transparency Statement</p>	

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE												
GRI-410 Security practices and GRI-412 Human rights assessment															
103-1	Explanation of the material topic and its boundary	<p>An explanation of the material topic and its boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Human Rights and Ethical Labour Practices: 2021 ESG Report > Social > Human Rights and Ethical Labour Practices > pp.30-32</p>													
103-2	The management approach and its components	<p>Own operations: The day-to-day management of human and labour rights issues in our operations is coordinated by various departments. The Corporate Citizenship Department manages Gildan's social and environmental compliance programs at Gildan's manufacturing facilities, and the Human Resources Department – which includes Health and Safety, and Labour Relations – supports the implementation of Gildan's social compliance policies and procedures. The Human Resources Department is also focused on compensation and benefits, recruitment and hiring, organizational development, training, women empowerment, grievance mechanisms, and other areas. The Human Resources Department works with the Legal Department and unions, where applicable, to find collaborative solutions (through collective bargaining agreements) that help improve our workers' lives. Both HR and the Corporate Citizenship Social Compliance Departments receive training on human and labour rights issues and trends; additionally, both Departments lead the Code of Conduct annual training for all employees. Once the training is finished, participants take a quiz to ensure that knowledge was gained.</p> <p>Contractors: Our Corporate Citizenship Social Compliance team works with our contractors to audit the implementation of our Code of Conduct and remediate any non-compliances, which may or may not be related to human rights. As a follow-up, the Social Compliance team guides and assists Gildan's contractors in the development of sound labour practices as well as effective labour compliance management systems, policies, and procedures. We work with our contractors' HR and Social Compliance teams to ensure the facility's practices with respect to human rights and health and safety conditions align with Gildan's Social Compliance Program. In addition, because the results of social compliance audits can have a direct effect on Gildan's sourcing decisions, our Social Compliance team works with our Supply Chain Departments to monitor contractor performance. We also provide annual training to our Supply Chain teams on responsible sourcing and production practices.</p> <p>The management approach and its components are further described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Our Approach > pp.28-29</p> <p>See also Human Rights and Ethical Labour Practices: 2021 ESG Report > Social > Human Rights and Ethical Labour Practices > pp.30-32</p>													
103-3	Evaluation of the management approach	<p>An evaluation of the management approach is detailed in our 2021 ESG Report. See Human Rights and Ethical Labour Practices: 2021 ESG Report > Social > Human Rights and Ethical Labour Practices > pp.30-32</p>													
410-1	Security personnel trained in human rights policies or procedures	<p>Security personnel trained in human rights policies or procedures:</p> <table border="1" data-bbox="567 878 2265 1133"> <thead> <tr> <th data-bbox="567 878 763 964">Country</th> <th data-bbox="763 878 1714 964">Percentage of security personnel trained in human rights policies or procedures</th> <th data-bbox="1714 878 2265 964">Whether training requirements apply to third-party organizations providing security personnel</th> </tr> </thead> <tbody> <tr> <td data-bbox="567 964 763 1024">Dominican Republic</td> <td data-bbox="763 964 1714 1024">100% of contracted security personnel received training for the following: Code of Conduct, Code of Ethics, CTPAT, and WRAP workplace standards</td> <td data-bbox="1714 964 2265 1133" rowspan="4">Code of Conduct training (including grievance mechanisms) is applicable to third-party security services that provide personnel</td> </tr> <tr> <td data-bbox="567 1024 763 1060">Honduras</td> <td data-bbox="763 1024 1714 1060">100% of contracted security personnel received training for the following: Code of Conduct, Code of Ethics, and CTPAT</td> </tr> <tr> <td data-bbox="567 1060 763 1096">Nicaragua</td> <td data-bbox="763 1060 1714 1096">79% of contracted security personnel received training for the following: Code of Conduct and CTPAT</td> </tr> <tr> <td data-bbox="567 1096 763 1133">Bangladesh</td> <td data-bbox="763 1096 1714 1133">100% of contracted security personnel received Code of Conduct training</td> </tr> </tbody> </table>	Country	Percentage of security personnel trained in human rights policies or procedures	Whether training requirements apply to third-party organizations providing security personnel	Dominican Republic	100% of contracted security personnel received training for the following: Code of Conduct, Code of Ethics, CTPAT, and WRAP workplace standards	Code of Conduct training (including grievance mechanisms) is applicable to third-party security services that provide personnel	Honduras	100% of contracted security personnel received training for the following: Code of Conduct, Code of Ethics, and CTPAT	Nicaragua	79% of contracted security personnel received training for the following: Code of Conduct and CTPAT	Bangladesh	100% of contracted security personnel received Code of Conduct training	
Country	Percentage of security personnel trained in human rights policies or procedures	Whether training requirements apply to third-party organizations providing security personnel													
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DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY			THIRD-PARTY ASSURANCE
412-1	Operations that have been subject to human rights reviews or impact assessments	<p>In 2021, we identified three human rights findings (one minor, one moderate, and one major) through our social compliance audits in our owned and contractor facilities. To illustrate our social compliance audit process as it relates to human rights issues, we have provided two case studies from our owned facilities and one case study from one of our contractor's facilities.</p> <p>Owned facility case #1: Freedom of association (minor) Contractor facility case #2: Hours of work (moderate) Owned facility case #3: Health and safety (major)</p>			
		Context	<p>Case #1: owned facility</p> <p>Our Social Compliance Program ensures that all Company-owned and contractor facilities comply with our Code of Conduct and local and international laws, including applicable ILO conventions and industry codes from WRAP, SEDEX, and the FLA.</p>	<p>Case #2: contractor facility</p> <p>Our Social Compliance Program ensures that third-party contractors comply with our Code of Conduct and local and international laws, including applicable ILO conventions and industry codes from WRAP, SEDEX, and the FLA. As per our Code of Conduct, we expect our third-party contractors to uphold appropriate work standards that align with our codes and policies. These expectations pertain also to the employees of our third-party contractors not being required to work more than a total of 60 hours per week or the regular and overtime hours allowed by the law of the country, whichever is less. Additionally, third-party contractors shall ensure that the regular work week does not exceed 48 hours, and their employees must be allowed at least 24 consecutive hours of rest in every seven-day period, with all overtime work mutually agreed upon between the third-party contractor and its employees. We expect our third-party contractors not to request overtime of their employees on a regular basis and shall compensate all overtime work at a premium rate.</p>	<p>Case #3: owned facility</p> <p>Our Social Compliance Program ensures that all Company-owned and contractor facilities comply with our Code of Conduct and local and international laws, including applicable ILO conventions and industry codes from WRAP, SEDEX, and the FLA.</p>
		Audit process	<p>All non-compliances, including breaches of our Code of Conduct and/or human rights issues, are recorded and tracked in our Corporate Social Responsibility data platform. Audit results are categorized from green to black based on the number and severity of the findings against our Code of Conduct and the benchmarks outlined in our Social & Sustainable Compliance Guidebook. Green and yellow ratings may be cleared for continued business, orange and red ones require improvement within a set timeframe, and a black rating results in termination of the contract once open orders are completed. If a third-party contractor or our owned facility receives an orange or red rating following an audit, our internal Social Compliance team will work with the facility's management to remediate any issues found and establish an action plan. The following is an example of a minor non-compliance from an internal audit with yellow rating.</p>	<p>All non-compliances related to our third-party contractors, including breaches of our Code of Conduct and/or human rights issues, are recorded and tracked in our Corporate Social Responsibility data platform. Audit results are categorized from green to black based on the number and severity of the findings against our Code of Conduct and the benchmarks outlined in our Social & Sustainable Compliance Guidebook. Green and yellow ratings may be cleared for continued business, orange and red ones require improvement within a set timeframe, and a black rating will result in termination of the contract once open orders are completed. If a third-party contractor or our owned facility receives an orange or red rating following an audit, our internal Social Compliance team will work with the facility's management to remediate any issues found and establish an action plan. The following is an example of a major non-compliance that was remediated as per our social compliance process.</p>	<p>All non-compliances, including breaches of our Code of Conduct and/or human rights issues, are recorded and tracked in our Corporate Social Responsibility data platform. Audit results are categorized from green to black based on the number and severity of the findings against our Code of Conduct and the benchmarks outlined in our Social & Sustainable Compliance Guidebook. Green and yellow ratings may be cleared for continued business, orange and red ones require improvement within a set timeframe, and a black rating results in termination of the contract once open orders are completed. If a third-party contractor or our owned facility receives an orange or red rating following an audit, our internal Social Compliance team will work with the facility's management to remediate any issues found and establish an action plan. The following is an example of a major non-compliance from an internal audit with an orange rating.</p>

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY			THIRD-PARTY ASSURANCE	
412-1	Operations that have been subject to human rights reviews or impact assessments	Case	<p>Case #1: owned facility</p> <p>In 2021, during the worker engagement (may involve surveys, interviews) step of the auditing process, 20% of workers who were surveyed at the facility expressed that in the previous 12 months, they saw or overheard facility management discouraging organizations that promote and defend workers' interests. Although a minor non-compliance does not require a root cause analysis, since this finding is a human rights-salient risk for Gildan, a root cause analysis was requested from the facility.</p>	<p>Case #2: contractor facility</p> <p>An important step in auditing our third-party contractors is conducting a review of documentation. The auditor verifies that the contractor has properly implemented all internal and external documentation applicable under Gildan's Social & Sustainable Compliance Guidebook and local laws. The documents reviewed in this case included manuals, payroll, social security payroll, contracts, and legal permits, among other things. While conducting a documentation review of one of our contractor facility's payroll in Asia, our Social Compliance team identified that overtime hours exceeded the legal requirements for 28 workers who had been randomly selected for audit.</p>	<p>Case #3: owned facility</p> <p>An important step in the auditing process is conducting a documentation review. Examples of some of the documents reviewed in this case included the following: emergency preparedness plan, fire licences, facility conditions, and materials handling and storage. While conducting the documentation review, our Social Compliance team identified the following: a fire license had expired on December 13, 2020; the Emergency Preparedness Plan had expired; and evacuation drills had not been conducted between 2020 and Q3 2021.</p> <p>As a result, a sustainable action plan was implemented for the facility. This plan included conducting a root cause analysis to identify additional measures to mitigate potential incidents in the future.</p>	
		Root cause analysis	Our Human Resources and Social Compliance teams worked collaboratively to understand the cause of this problem and concluded that the primary cause of this non-compliance was inadequate communication.	Gildan's Social Compliance team and the third-party contractor's Human Resources Departments worked collaboratively to understand the cause of this problem and concluded that the facility was lacking production positions due to the impact of COVID-19.	Our Social Compliance, Health and Safety, and Human Resources Departments worked collaboratively to understand the cause of this problem. They concluded that the primary causes of this non-compliance were related to inadequate planning/organization, and the root cause was inadequate leadership/supervision due to the resignation of the Health and Safety Coordinator in June 2020.	
		Remediation plan	As part of the remediation process and to improve communication among the facility, the union, and workers, the facility participated in a freedom of association training, as detailed in action #4 of our Freedom of Association section.	To remediate this action, the third-party contractor and the Social Compliance team worked collaboratively to conduct the following actions: <ul style="list-style-type: none"> • Arrange the facility's production target reasonably and enforce more strict control of working hours. • Hire additional production positions and provide job skills training for employees to improve their production efficiency 	Gildan is committed to maintaining a safe and healthy workplace. Therefore, these were the actions taken to complete the facility's remediation plan: <ul style="list-style-type: none"> • A Health and Safety Coordinator was hired in June 2021 • A fire licence was obtained from the local Fire Department Authority, with an expiration date of December 2022 • The Emergency Preparedness Plan was updated for 2021-2022 • Evacuation drills were conducted during Q4 2021 and supervised by the Fire Department Authority 	
		Follow-up	Since workers' rights to freely associate is a salient human rights risk for us, we will continue to monitor our facilities' performance in this matter to ensure that we provide training on our policies to strengthen employee relationships.	Since this is an ongoing challenge for our contractors, our Social Compliance team will be monitoring this matter through a holistic approach.	As a follow-up to this case and as a general best practice, our Social Compliance team reminded facility management in our own facilities of the importance of maintaining healthy and safe work environments. Among the practices required to be completed by the facility, emphasis was placed on the importance of conducting fire drills at least twice per year, or according to the customer's requirement, whichever is higher.	
		Lessons learned	The Human Resources and Social Compliance teams supported the facility to identify areas of improvement. Through training sessions and workshops provided to facility management and workers, the facility learned that when constant communication and engagement occurs among workers, unions, and facility management, industrial relations are strengthened.	Through constant communication and capacity-building, the Social Compliance team supported the third-party contractor to improve how hours of work are managed at the facility including, but not limited to, stricter controls and procedures and additional training for employees on specific skills required for the job.	Our Social Compliance, Health and Safety, and Human Resources Departments worked collaboratively with facility management to identify sustainable solutions to this issue. The facility learned the importance of the timely implementation of systems to help identify staffing needs, so that planning takes place while considering actual/potential changes in leadership and management roles.	
<p>A breakdown of social compliance audit related data can be found in our 2021 ESG Report. See 2021 Performance: 2021 ESG Report > Social > Human Rights and Ethical Labour Practices > 2021 Performance > pp.31-32</p>						

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE																		
412-2	Employee training on human rights policies or procedures	<table border="1"> <thead> <tr> <th>Human rights training</th> <th colspan="2">2021</th> </tr> <tr> <th>Policy</th> <th>Hours of training</th> <th>Percentage of employees trained (%)</th> </tr> </thead> <tbody> <tr> <td>Code of Conduct</td> <td>40,002</td> <td>84</td> </tr> <tr> <td>Code of Ethics</td> <td>34,208</td> <td>72</td> </tr> <tr> <td>Grievance mechanisms</td> <td>25,689</td> <td>54</td> </tr> <tr> <td>Human development</td> <td>25,840</td> <td>54</td> </tr> </tbody> </table>	Human rights training	2021		Policy	Hours of training	Percentage of employees trained (%)	Code of Conduct	40,002	84	Code of Ethics	34,208	72	Grievance mechanisms	25,689	54	Human development	25,840	54	
Human rights training	2021																				
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Code of Ethics	34,208	72																			
Grievance mechanisms	25,689	54																			
Human development	25,840	54																			
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Compliance with our ethical, social, and environmental standards is a condition of doing business with Gildan and becoming part of its supply chain. All our third-party manufacturing contractors and key raw material suppliers are required to formally acknowledge these standards and agree to comply with them throughout the term of their relationship with us. Before taking on new contractors, we follow a rigorous due diligence process wherein we fully evaluate their ability to comply with our quality standards, cost structure, and the principles of our Code of Conduct.																			
GRI-413 Local communities																					
103-1	Explanation of the material topic and its boundary	<p>An explanation of the material topic and its boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Communities Engagement: 2021 ESG Report > Social > Community Engagement > pp.47-49</p>																			
103-2	The management approach and its components	<p>See also our Continued Response to COVID-19: 2021 ESG Report > Introduction > Continued Response to COVID-19 > p.11</p> <p>The management approach and its components are described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Our Approach > pp.28-29</p> <p>See also Community Engagement: 2021 ESG Report > Social > Community Engagement > pp.47-49</p>																			
103-3	Evaluation of the management approach	We assess the effectiveness of our community engagement by receiving and assessing feedback from local stakeholders. Additionally, we measure our performance against the goals and targets related to local community engagement. Our Social Return on Investment (SROI) study conducted in 2019 allowed us to quantify our main contributions to the regional economy and local development using the integrated social value (ISV) methodology.																			
413-1	Operations with local community engagement, impact assessments, and development programs	<p>Our operations with local community engagement, impact assessment and development programs are detailed in our 2021 ESG Report.</p> <p>See our approach regarding Stakeholder Engagement and Community Engagement: 2021 ESG Report > Social > Community Engagement > pp.47-49 2021 ESG Report > Governance > Stakeholder Engagement > pp.57-59</p> <p>All of our operations follow our Global Community Engagement Policy, which can be found on our website: Website > Responsibility > Respect for Transparency > Codes and Policies > Global Community Engagement Policy</p>																			
GRI-414 Supplier social assessment																					
103-1	Explanation of the material topic and its boundary	<p>An explanation of the material topic and its boundary can be found in our 2021 ESG Report. See Social: 2021 ESG Report > Social > pp.28-29</p> <p>See also Ensuring High Ethical Standards among Our Suppliers and Contractors: 2021 ESG Report > Governance > Ethics and Integrity Standards > Supplier and Contractor Standards > p.53</p>																			
103-2	The management approach and its components	<p>The management approach and its components are described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Social > Our Approach > pp.28-29</p> <p>See also Ensuring High Ethical Standards among Our Suppliers and Contractors: 2021 ESG Report > Governance > Ethics and Integrity Standards > Supplier and Contractor Standards > p.53</p>																			
103-3	Evaluation of the management approach	Evaluation of our management approach is detailed in our 2021 ESG Report. See Ensuring High Ethical Standards among Our Suppliers and Contractors: 2021 ESG Report > Governance > Ethics and Integrity Standards > Supplier and Contractor Standards > p.53																			

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY					THIRD-PARTY ASSURANCE										
414-1	New suppliers that were screened using social criteria	<table border="1"> <thead> <tr> <th>Screening new suppliers</th> <th>2021</th> <th>2020</th> <th>2019</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Percentage of new suppliers screened</td> <td colspan="4">100</td> </tr> </tbody> </table>					Screening new suppliers	2021	2020	2019	2018	Percentage of new suppliers screened	100				
Screening new suppliers	2021	2020	2019	2018													
Percentage of new suppliers screened	100																
414-2	Employee training on human rights policies or procedures	<p>In 2021, 50 suppliers were assessed for social impacts, as part of Gildan's Social Compliance Program; this resulted in 22 major non-compliances being identified across 10 different facilities (15 findings in the Americas and seven findings in Asia), and one zero-tolerance non-compliance in one of our contractor facilities located in Central America.</p> <p>The following includes details regarding the 22 non-compliances identified in 2021 that were considered to have actual and potential negative social impacts in the supply chain (based on local law, internal standards, our Code of Conduct, and our Social & Sustainable Compliance Guidebook):</p> <ul style="list-style-type: none"> • Mandatory legal documentation: 2 • Hours of work: 1 • Compensation and benefits: 3 • Environmental, health, and safety: 13 • Record keeping: 1 • Grievance system: 1 • Discipline: 1 <p>The one incident of zero-tolerance non-compliance related to third-party subcontracting.</p>															
GRI-415 Public policy																	
415-1	Political contributions	Gildan did not make any political contributions in 2021 (\$0). Our Code of Ethics describes how we engage with political activities and public policy issues, and it can be found on our website. Website > Company > Ethics and Compliance > Code of Ethics															
GRI-417 Marketing and labelling																	
417-1	Requirements for product and service information and labeling	<p>Our Restricted Substances Code of Practice (RSCP) ensures that manufacturing contractors and suppliers (of yarn, chemicals, dyes, solvents, trims, packaging, etc.) comply with applicable chemical safety laws, regulations, and standards, and it requires that they (i) submit all relevant information about their product to Gildan (e.g., technical data sheets, specifications, etc.), (ii) appropriately label and/or package their product, and (iii) conduct testing when relevant and required and provide corresponding results. This, in turn, ensures that Gildan's finished products are safe for use and compliant with chemical safety laws, regulations, and standards.</p> <p>Any claim related to the environment and featured on the packaging of Gildan products or on other marketing material (e.g., for a product made with yarn like REPREVE® [which is made from recycled plastic bottles], labels are printed on 100% recycled paper or there are "100% recycled" claims on the pack bags) is subject to internal review to ensure compliance with various applicable laws (such as advertising laws, textile labelling, and packaging laws, etc.).</p> <table border="1"> <thead> <tr> <th>Significant product or service categories</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Percentage covered by and assessed for compliance with such procedures (%)</td> <td>100</td> </tr> </tbody> </table>					Significant product or service categories	2021	Percentage covered by and assessed for compliance with such procedures (%)	100							
Significant product or service categories	2021																
Percentage covered by and assessed for compliance with such procedures (%)	100																
417-2	Incidents of non-compliance concerning product and service information and labeling	In 2021, there were zero incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications that resulted in a fine, penalty, or warning.															
417-3	Incidents of non-compliance concerning marketing communications	In 2021, there were zero incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications.															
GRI-418 Customer privacy																	
103-1	Explanation of the material topic and its boundary	<p>An explanation of the material topic and its boundary are detailed in our 2021 ESG Report. See Governance: 2021 ESG Report > Governance > p.50</p> <p>See also Data Privacy and Cybersecurity: 2021 ESG Report > Governance > Data Privacy and Cybersecurity > p.61</p>															
103-2	The management approach and its components	<p>The management approach and its components are described in our 2021 ESG Report. See Our Approach: 2021 ESG Report > Governance > Our Approach > p.50</p> <p>See also Data Privacy and Cybersecurity: 2021 ESG Report > Governance > Data Privacy and Cybersecurity > p.61</p>															

DISCLOSURE NUMBER	DISCLOSURE TITLE	DESCRIPTION AND COMMENTARY	THIRD-PARTY ASSURANCE			
103-3	Evaluation of the management approach	Evaluation of the management approach is detailed in our 2021 ESG Report. See Data Privacy and Cybersecurity: 2021 ESG Report > Governance > Data Privacy and Cybersecurity > p.61				
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2021	2020	2019	
		Complaints received from outside parties and substantiated by the organization	0	0	0	
		Complaints from regulatory bodies	0	0	0	
		Total substantiated complaints concerning breaches of customer privacy	0	0	0	
		Gildan has not identified any substantiated complaints in the past three years.				
GRI-419 Socioeconomic compliance						
419-1	Non-compliance with laws and regulations in the social and economic area	In 2021, Gildan did not report any non-compliances with laws and regulations in the social and economic area.				



CONTACT US

We value and welcome feedback from all stakeholders.
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