



Global Inclusion & Belonging Policy

Introduction

At Gildan (the “Company”)¹, we believe that a strong, inclusive culture is essential to our long-term success. This Inclusion & Belonging Policy (the “Policy”) aims to support the organization’s vision to cultivate an inclusive, innovative, and performance driven work environment.

This Policy is aligned to our Human Rights Policy and to our commitments to upholding and respecting human rights and dignity of all our employees and those of our business partners². By embedding these principles into our practices, we strive to create a workplace where inclusion and equity are part of how we operate.

1. Purpose and Scope

This Policy reflects Gildan’s commitment to building a workplace where everyone feels valued, respected, and empowered. It applies to all employees and those of our business partners globally, guiding how we work, lead, and engage with one another. The Policy provides the foundation for accountability and for embedding inclusion into every part of our business.

2. Strategic Pillars

Our Inclusion & Belonging (“I&B”) strategy is anchored in three strategic pillars that guide our priorities and actions:

- I. **People**
We advance inclusion by offering accessible and relevant learning and development opportunities and fostering belonging through employee-led communities and governance.
- II. **Systems**
We embed equity and accessibility into our human resources processes and practices, ensuring fairness across the employee lifecycle. We strengthen how we collect, analyze, and use workforce data to support informed decision-making and monitor progress.
- III. **Social Impact**
We ensure community impact efforts reflect the diversity of the communities we operate in through inclusive community partnerships, employee engagement programs, and storytelling. We measure, benchmark, and transparently share our progress to build trust and accountability.

Together, these pillars ensure that I&B are not only values we uphold but also actions we take to drive meaningful and lasting impact.

¹ In this document *we, us, our, Company*, and *Gildan* mean Gildan Activewear Inc. and its subsidiaries.

² Entities that engage in a business relationship with Gildan. These partners may include but are not limited to manufacturing contractors and their suppliers, procurement suppliers, and licensees.

3. Leadership Commitment and Accountability

Leaders at all levels are responsible for embedding this Policy in their daily actions and role-modeling behaviors that foster respect, fairness, and inclusion. Leaders will:

- Model inclusive behaviors by demonstrating respect, fairness, and cultural awareness in all interactions.
- Create equitable opportunities by ensuring fair access to development, advancement, and recognition.
- Champion I&B initiatives by actively supporting programs, communications, and employee-led efforts that strengthen inclusion.
- Listen and respond to employee feedback, ensuring that diverse voices are heard and shape the way we work.
- Integrate inclusion into decision-making by considering equity, accessibility, and cultural context in policies, processes, and business practices.
- Be accountable for progress by setting measurable goals, reviewing outcomes, and addressing barriers to inclusion within their teams.

By embracing these responsibilities, leaders ensure that I&B is not only a company priority but a lived experience across all our locations.

4. Employee Responsibility

Every employee plays a role in building an inclusive workplace. Employees are expected to:

- Model inclusive behaviors that reflect cultural awareness and contribute to a respectful, supportive environment.
- Respect differences and treat all colleagues with fairness and dignity.
- Collaborate inclusively by valuing diverse perspectives and working effectively across cultures and teams.
- Be mindful of bias in daily interactions, decisions, and behaviors.
- Participate in employee resource groups and learning opportunities to strengthen cultural awareness and inclusive practices.
- Speak-up by raising concerns respectfully and sharing ideas to benefit from different perspectives and enhance inclusion.

By upholding these expectations, employees help build a workplace where everyone feels a sense of belonging.

5. Employee Rights & Feedback Channels

Gildan is committed to ensuring that no employee is subjected to any discrimination, harassment, or violence during their employment with the Company. At the same time, employees share the responsibility to help maintain this standard by adhering to Gildan's **Global Anti-Harassment, Anti-Discrimination, and Anti-Violence Global Policy** and **Code of Ethics**. Gildan maintains a range of easily accessible, channels for employees to seek guidance, raise concerns and share feedback with confidence. If you suspect that a Policy violation has taken place at Gildan, you are encouraged to take the following steps:

- **Direct channels:** Employees can raise the behavior or concern with their manager, or members of the I&B or Human Resources departments.
- **Confidential channels:** Employees are also invited to raise concerns anonymously through our confidential mechanism [The Ethics and Compliance Hotline](#). You can also contact the Ethics & Compliance Hotline number 1-866-514-0820.

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