

UN Global Compact – Gap Inc. Program Summary
P.A.C.E. – Personal Advancement & Career Enhancement

Our strategy

We have two strategic pillars:

- Leverage company assets
- Create a “Virtuous Cycle” – model of sustainability, not charity
 - This is critically important during a time of economic hardship

Why empowering women is important to Gap Inc.

- Women represent over 70% of our workforce
- Over 80% of garments are made by women
- In the developing world, women are the lynchpin of the community and are critical to community transformation
- Education is a key factor in changing a woman’s life
- Our vendor partnerships gave us access to women in need of education

P.A.C.E. (Personal Advancement & Career Enhancement)

- Objective: to help women advance in work and life through education
- Innovative partnership with the International Center for Research on Women, a local NGO and an apparel manufacturing vendor

- Modules of learning include:
 - Problem solving
 - Communications
 - Decision-making
 - Time management
 - Health
 - Gender
 - Legal literacy
 - Government entitlements



- Focused on female garment workers who are employed in Gap Inc. contracted vendor factories
- Piloted in India (Bangalore and Faridabad) beginning in 2007
- Approximately 280 women participated in the pilot for life and managerial training
 - Many will move on for deeper technical training
- Over 100 “key influencers” (i.e., supervisors, line managers, productions managers, technical staff), who are mainly male, were oriented on the program as they were critical to its success
- Approximately 400 women have enrolled in Year 2 in India
- We will expand to Cambodia in March 2009



Results from pilot

- Improved knowledge about life and managerial skills
- Improved self-esteem and confidence
- Awareness that her goals are critical to her advancement and self-worth
- Increased understanding of her health, body and rights

Lessons learned

- Not “cookie cutter” – each location needs to be customized
- Engagement by factory management is critical to success
- Women have to “own” their own success
- Curriculum should be customized and taught by local NGOs
- Strong collaboration between partners with a high degree of accountability is required

Surprises

- How quickly the “virtuous cycle” was accepted by factory management
- The level that women expressed aspirations to advance and the lack of satisfaction with their current status (which were determined during the pre-pilot assessment)

Main challenges

- Each location is different, so it is not turnkey
- Need to respect the flow of the business to ensure continued support

Opportunities for other companies

- Examine your company’s assets to determine what can be leveraged to support the advancement of women
- How do you create your own “virtuous cycle”?

