

Report On
GILDAN Bangladesh
Subtitle - Procurement Procedure, Supply Chain Management, HR
Practices, Operations & Distributions management.

By
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An internship report submitted to the Executive Development Center, Brac Institute of
Governance and Development (BIGD), BRAC University in partial fulfillment of the
requirements for the degree of
Post Graduate Diploma in Knitwear Industry Management (PGD-KIM)

Executive Development Center, BIGD
BRAC University
March 2026

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



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Academic Supervisor's Full Name & Signature:



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Senior R A, Economics Cluster, BIGD.
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Letter of Transmittal

Ms. Nuzaira Binte Neaz
Senior Research Associate,
Economic Cluster, BIGD, BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Procurement Procedure, Supply Chain
Management, HR Practices, Operations & Distributions management

Dear Madam,

With due respect, I would like to inform you that I am a student of PGD-KIM program at BIGD, BRAC University, this is my pleasure to submitting internship report on 'Procurement Procedure, Supply Chain Management, HR Practices, Operations, Knitting, Dyeing and Sewing, Distributions management' at GILDAN Bangladesh by your kind direction.

This report has been prepared based on my practical experience during the internship period, following the guidelines given. The report is submitted for academic purposes only.

I hope the report will meet the required standard.

Sincerely yours,



Md. Saiful Islam
Student ID: 20174008
Executive Development Center, BIGD
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Date: March 05, 2026

Non-Disclosure Agreement

This agreement is made and entered into by and between GILDAN Bangladesh and Md Saiful Islam, a student at EDC, BIGD, BRAC University for complete the post-graduation diploma in Knitwear Industry Management, Batch-05. The purpose of the agreement is to access the company's confidential information, the workings of various departments, and data to facilitate the internship project.

During their internship at the factory, they are expected to perform their tasks with their best skills, efficiency, and impartiality. The intern must strictly follow all workplace policies set by the respective departments.

All provided information must be kept confidential and used appropriately. If necessary, the authorities can share important information with outsiders with permission.

Student's Full Name & Signature:



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Industry Supervisor's Full Name & Signature:



Nazmul Huda
Superintendent, Procurement
GILDAN Bangladesh.

Acknowledgement

I would like to express my sincere gratitude to almighty Allah for the opportunity to the PGD-KIM program in BIGD, BRAC University.

I am very thankful to my academic supervisor Ms. Nuzaira Binte Neaz, Senior R A, Economic Cluster, BIGD, BRAC University, for her valuable continuous support & helpful guidance. I would also like to my industrial supervisor Mr. Nazmul Huda, Superintendent, Procurement, GILDAN Bnagladesh, for his supervision and cooperation during my internship period. I am also grateful to the management of GILDAN Bangladesh for their friendly cooperation.

Finally, I would like to thank BRAC University for allowing me to study PGD-KIM

Executive Summary

This internship report summarizes the experience I obtained while interning at GILDAN Bangladesh as part of the Post Graduate Diploma in Knitwear Industry Management (PGD-KIM) program. This report details the knowledge and real-world experience I acquired during that time. This internship's primary goals were to get insight into the actual working conditions of the clothing business and to see how classroom theory is used in the workplace.

Throughout the internship period, there were different types of organizational operational procedures, and policy was acquired. Several kinds of workplace experience have been clarified, including documentation, assisting with operational activities, maintaining records, and working with other departments. These exercises shed light on how different organizational units work together to ensure smooth daily operations and promote broad business objectives in the apparel industry.

To provide an ordered and methodical presentation of the internship experience, this report is divided into four chapters. In chapter 1, a summary of the company is given, together with Gildan's history, background, vision & mission, goals & objectives, organizational structure, organogram, branches and departments, and products regarding the marketplace. The tasks and responsibilities completed during the internship are detailed in Chapter 2, describing how the factory operates day by day from raw materials to finished goods. Chapter 3 offers a critical assessment of the internship after emphasizing the knowledge and learning of different types of skills. And finally, chapter 4, the report's overall learning results are summarized, and the significance of the internship in advancing professional knowledge of the knitwear sector is discussed.

All things considered, the internship provided valuable experience and knowledge of real business process principles in the RMG sector. I've learned about real professional office culture, interdepartmental activities, and organizational procedures thanks to this internship.

The curriculum aids in the professional development of vital skills including problem-solving, communication, teamwork, time management, and others that are essential for a future job in the RMG industry.

Keywords: GILDAN, RMG industry, ERP, Corporate practices, Practical experiences, Garment Manufacturing.

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List of Acronyms

ERP	Enterprise Resource Planning
IE	Industrial Engineering
QA	Quality Assurance
SCM	Supply Chain Management
PDCA	Plan, Do, Check, Act.
PR	Purchase Requisition
PO	Purchase Order
SMM	Supplier and Market Management
L&D	Logistics & Distribution
IT	Information Technology
HR	Human Resource
PDD	Product Development Department
S&M	Sales & Marketing
CSR	Corporate Social Responsibility
RMG	Ready Made Garments

Chapter 1

About Organization

1.1 Overview of the Industry

Gildan Activewear, Inc. is a multinational production company of clothing that is based in Montreal, Canada. Gildan Activewear is a huge industry in the production of basic knit products all over the world. Gildan started with the founding of two brothers, Glenn and Greg Chamandy in Montreal on October 29, 1984; the origin of Gildan can be traced back to the grandfather of both founders, Joseph Chamandy, who immigrated to Canada and started his own children's clothing company, Harley Inc. in 1946. The business started as a finished garment producer, but the upward supply chain integration within the textile business is one of the central competitive plans of Gildan both in the short term and the long term.

Chamandy brothers assumed the family business in 1982. They chose to vertically integrate downwards with the acquisition of a knitting mill. This enabled Harley Inc. to have its own fabric being manufactured in house. This reduced input expenses and their chain of command. This knitting business became Gildan Textiles in 1984. Gildan Textiles was initially to simply supply fabric to Harley Inc.; however, it began selling the surplus cotton T-shirt blanks to the screen printers. This would eventually form a turning point decision that would bridge a void in the market as Gildan would be at the blank apparel industry.

Simple plain clothes had increased demand as at the beginning of the 1990s and had to be reorganized. In the year 1994, the company dissolved Harley Inc. to concentrate on the construction of the Gildan brand. The focus on scale, efficiency and cost leadership would become the focal point of growth of Gildan Enterprises at this time. The growth of vertically integrated production to Central America began at the end of the 1990s. This would initially begin with a sewing business in Honduras in 1997. Outsourcing to the cheap labor regions

enabled Gildan to reduce expenses. To fund its further growth, Gildan went public in the Toronto Stock Exchange and later in 1998-1999 in the New York Stock Exchange to enable it to access capital to enable it to grow globally. (GILDAN, 2025)

Since the year 2000, Gildan has grown both geographically and operationally. The company has not just left North America to venture into new marketplaces worldwide, but also expanded its product line beyond T-shirts and active wear to include socks and underwear products; as well as increased the vertically integrated business model by having full control over all the supply chain (spinning of yarn, the making of fabric and the manufacturing of final garment) involved in the production of their products. Combined with this growth and the expansion, Gildan has realized considerable investment into environmental and social responsibility programs, such as using renewable energy sources and using responsible labor practices to show the company focus on sustainable manufacturing processes. Some of the environmental and social practices that Gildan has adopted in its effort to ensure sustainable manufacturing include the use of renewables and fair labor. Today, Gildan Activewear is ranked among the leading manufacturers of everyday apparel worldwide that offers high volume apparel by means of wholesale distribution. One of the factors that helped Gildan to achieve success as a large apparel manufacturing company in the long term is its vertically integrated business model, good cost controls and responsible manufacturing.

The primary product of Gildan is knit-based products (T-shirts, active wear, underwear, socks, fleece products). Gildan is a major player in the knitwear sector of the RMG Industry. Gildan is a vertically integrated production organization whereby majority of processes of knitwear production (i.e. yarn spinning; fabric knitting; dyeing; cutting; sewing; finishing) are in-house. This integrated approach is one of the critical success factors in Bangladesh knitwear export industry where uniform quality of the products is guaranteed by this kind of approach.

Gildan is registered owner of a few credible brands such as Gildan(r), American Apparel(r), Comfort Colors(r), Gold Toe(r), Peds(r) and Anvil(r) and licenses and manufactures knit apparel to other major apparel brands. The Gildan subsidiaries in Bangladesh possess, large labor force, and standardized production planning and control systems throughout the company. Such production plants will be equipped according to successful workflow of knitwear and productivity measurement systems, which will enable the plants to produce high amounts of products, but still be in alignment with international quality standards. The organization pays much attention to occupational EHS, compliance with labor laws and development of labor capabilities to enhance sustainable industrial operations. Within the Knitwear Industry Management perspective, one of the areas of operation of Gildan in Bangladesh is sustainability and compliance. The company engages in water and energy conservation and environmental protection activities in its knit dyeing and garment making activities. However, there are some international compliance standards to maintain and codes of conduct by buyers too, and thus, though Gildan does not have credentials, it still is a model organization in making responsible knitwear.

The Internship experience at Gildan Bangladesh gives an understanding of the management processes of knitwear production, the supply chain, the management of quality and compliance processes and other factory operations. It is, therefore, a great chance to students studying PGD in Knitwear Industry Management to study and practice their learning in practical aspects of the industry. As aforementioned, Gildan also announced that it would acquire HanesBrands in the future, but it is subject to the approval of the regulators and shareholders (Yahoo finance, 2025).

1.2 Vision & Mission

The vision of GILDAN is a long-term aspirational goal for what GILDAN wants to achieve through our collective efforts. Far beyond simply making great quality products, the vision of GILDAN is to leverage a vertically integrated manufacturing model and the expertise and scale we have built over the years to positively influence how apparel is made. GILDAN seeks to improve the impacts we have on our people, their communities, the environment, and all their stakeholders.

GILDAN adds value to consumers by providing family-friendly, high-quality products at reasonable costs. By acting ethically and creating beneficial economic effects, they have a positive impact on the areas where GILDAN operates. They also empower their employees to achieve while treating them with dignity and respect, since they understand that employees are the key to success. To generate wealth for shareholders, GILDAN promotes steady development in earnings and sales, excellent returns on investment, and continuous operational improvement. GILDAN acknowledges its obligation to strive for ongoing development.

1.3 Goals & Objectives

Gildan's primary goals are to become the leading supplier of everyday basic clothes while producing sustainable returns by using its vertically integrated manufacturing model to ensure ethical, high-quality production. Among the primary objectives are to use 100% sustainable cotton and 30% recycled materials by 2027, achieve zero manufacturing waste by 2027, achieve gender parity in senior positions by 2027, and receive ISO 45001 certification globally by 2028.

- **Leading Supplier Status:** To be one of the largest suppliers of basic clothing, such as T-shirts, socks, sports shirts, etc.

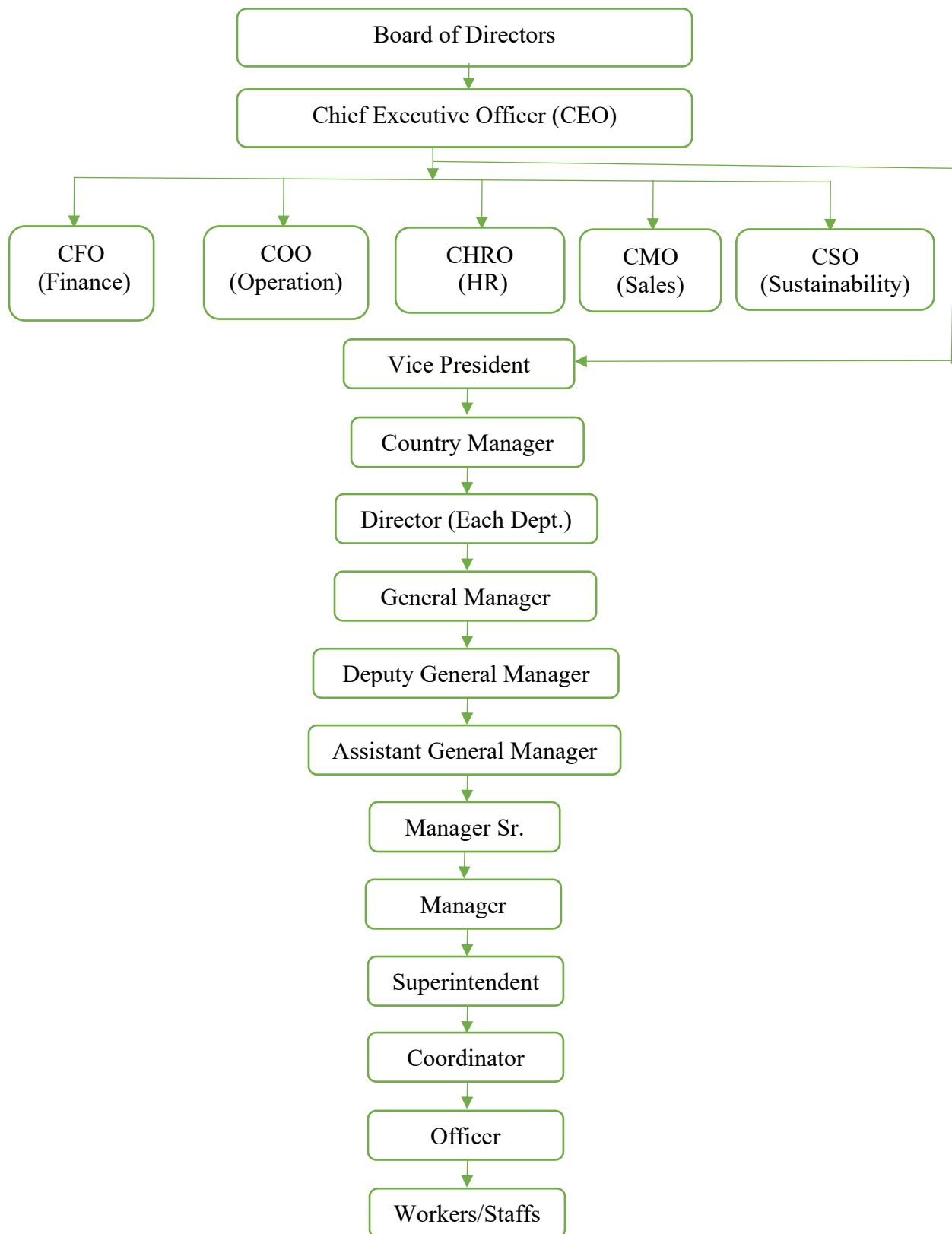
- Vertical Integration: By using a low-cost, vertically integrated production strategy, increasing the shareholders' value.
- Raw Materials: Use of 100% sustainable cotton by 2026 and 30% recycled polyester or other fibers by 2027.
- Waste Management: No manufacturing waste will be disposed of in landfills by 2027.
- package: 75% of the materials used in packages and trim will be recycled or sustainable by 2027.
- Energy: Using more biomass systems to provide renewable energy to reduce carbon emissions.
- Safety: All company-owned facilities must be ISO 45001 accredited by 2028.
- Diversity & Inclusion: Achieve gender parity at the director's level and above by 2027.
- Community: Invest 1% of pre-tax earnings into community projects by 2026
- Innovation: Utilize 3D design and modeling to speed up production and reduce waste

1.4 Organizational structure, Organogram, Branches and Departments

Corporate Organogram of GILDAN:

GILDAN operates in a vertically integrated and centrally controlled corporate environment with manufacturing locations in multiple countries, such as Bangladesh. The corporate headquarters makes all major strategic directives and policy decisions through a board-directed governance system, while execution of operational decisions is handled at the regional office and factory level. The company has a structurally based functional department with production by country; this is complemented by strict compliance-based reporting systems. This organizational hierarchy is designed for maximum streamlined efficiency, helping GILDAN to control costs effectively, provide a consistent level of quality throughout

their products and meet their commitment to ethical and responsible sourcing, and to support streamlined operational performance throughout their entire global supply chain.



Major Departments of GILDAN

1. Corporate Management and Strategic Planning: The managers are responsible for overseeing the corporate and strategic planning that the company needs. The company's corporate management oversees the overall course of the firm. This team develops long-term objectives, company policies, and strategic choices. Coordinating the worldwide office with the areas where manufacturing units are located is another responsibility of corporate management. This department will ultimately decide whether to expand by opening new stores, making more investments, taking chances with their investments and newly established location, and being accountable to their stakeholders for ensuring sustainable development procedures.

2. Manufacturing & Operations: Because manufacturing is vertically integrated, the GILDAN manufacturing division is the company's most important business segment. From the creation of yarns to the final garment assembly, the manufacturing division oversees the entire manufacturing process. In addition to managing the entire manufacturing process, the manufacturing operations team handles production process planning, production line balance, improving production efficiency, utilizing production capacity, shipment deadlines, and product quality.

3. Supply Chain Management and Procurement: All raw materials needed for manufacturing must be supplied by the procurement and supply chain departments. Cotton, yarn, dye, chemicals, accessories, packaging, and all categories of indirect components (machines, spare parts, and services) are examples of these materials. The main tasks carried out by this department are contracting with suppliers, negotiating prices with suppliers, finalizing contracts with suppliers, managing inventory, and logistical coordination. This department's primary objectives are to ensure suitable cost control measures and a steady supply of materials.

4. Quality Assurance (QA): The Quality Assurance (QA) section ensures that it meets both product requirements and international quality standards. Laboratory testing, final inspections, and inline inspections of fabrics and apparel fall within the purview of the QA department. Additionally, the department works with production to address the defects discovered during testing. The QA department's primary duties are to guarantee the quality of all products and protect the company's reputation.

5. Compliance, Sustainability, and CSR: Manufacturing ethics are adhered to by GILDAN's operations. Business makes sure that it abides by applicable workplace labor laws, customer-adopted codes of conduct, and globally recognized standards of how employees should be handled. Additionally, this department monitors and controls energy saving initiatives, solid and liquid waste, and effluent treatment plants to ensure compliance with environmental standards. Additionally, it manages sustainability programs and other CSR initiatives. (Social & Sustainable Compliance Guidebook, 2024)

6. Product Development Department (PDD). The PDD's primary responsibility is to design new items based on consumer wants, considering seasonal and current fashion trends as well as market demand. The PDD creates many kinds of samples (proto, fit, size set, and pre-production samples) and sends them to higher management for approval. It also chooses and develops the fabric, color, yarn, finish, and appropriate construction method for the garment.

7. Sales & Marketing: Customer interactions and global sales operations are under the purview of the sales and marketing department. This department's responsibilities include pricing development, market expansion, future demand forecasting, and key account management. The marketing functions include consumer pattern research (especially in North America), market analysis, and advertising the companies' brands.

8. Finance & Accounts: All the organization's financial operations, including budgeting, cost control, performance reporting, audit completion, tax payment, and treasury management, are managed by the finance and accounting department. The department is important because it uses profitability analysis to assist management in making pricing and investment decisions. The merchandising and procurement divisions communicate with the costing teams.

9. Human Resources (HR) and Administration: HR management includes all aspects of personnel management, including hiring, training and development, performance reviews, payroll management, and employee welfare. Office operations, transportation, cafeteria services, security, and all other aspects of industrial management are handled by administration. Maintaining positive working relationships and staff involvement is crucial to this endeavor.

10. Engineering & Maintenance: This department's job is to make sure that machinery and other associated utilities are operating properly. The department will handle all issues related to energy consumption, the operation of boilers and generators, planned (preventative) and unplanned (breakdown) maintenance, the installation of new machinery, and technical advancements. To maximize the production efficiency of the machines in this department and reduce the number of working days that any piece of machinery requires, the engineers in this department will make sure that they are functioning nonstop.

11. Information Technology (IT) Systems ERP: ERP systems like JDE are used by the IT department to support digital operations. It oversees automation, production monitoring systems, data security, and departmental assistance. IT can be heavily utilized to enhance fast decision-making, accurate reporting, and transparency.

12. Health and Safety Environmental (EHS): The EHS department is mandated to ensure that the work environment offered to employees is safe and healthy. This consists of such aspects

as fire safety control, work health, and emergency readiness, including health training and environmental protection

13. Legal, Audit & Corporate Affairs: Internal audits and governance, legal documentation, and contracts are handled by this department. It ensures that the operations of the companies comply with local and international law. It is also concerned with corporate governance and risk management matters.

14. Logistics & Distribution: The work is performed vehemently through this department in warehousing, transportation, export documentation, customs clearance, and shipment scheduling.

1.5 Products/services produced by the industry

Gildan Activewear Inc. is a business that produces simple knitwear items that fit into the fundamental categories of clothing worn by people worldwide. T-shirts, polo shirts, athletic wear, sweaters and other fleece items, such as hooded sweatshirts and sweaters, undergarments, socks, and blank clothing that may be embroidered or printed on are all included in this category. Additionally, the majority of commercial items produce clothing made from cotton and cotton blends. These materials work well for producing vast amounts of knitted clothing.

Because basic items are always in demand within a given year, manufacturing organizations can also simplify their production scheduling by preparing ahead for labor, machinery, and production schedules. These are employed to prevent unexpected increases in workload and to promote efficient communication between the plants. For a number of reasons, including the availability of stable ground when it comes to selecting all types of fabrics and materials and uniform colors, sizes, prices, and delivery dates to improve efficiencies in all those involved in the ordering process, merchandisers will concentrate on product designs that are

simple in order to facilitate an easy process of taking orders. As a result, purchase orders are sent more quickly, and buyers and manufacturing teams start communicating.

Demand for fundamental clothing products tends to fluctuate more than that of dynamic items, but it can also fluctuate depending on the state of the market as a whole or consumer expectations. By utilizing a vertically integrated system that allows for flexible and responsive production planning and the ability to increase or decrease capacity at any time, Gildan is able to adapt to changes in demand. Gildan's extensive product line allows for efficient production scheduling, consistent customer marketing, and improved capacity to manage demand swings that favor its large-scale knitwear production.

Chapter 2

Description about task accomplishment

Demand for fundamental clothing products tends to fluctuate more than that of dynamic items, but it can also fluctuate depending on the state of the market as a whole or consumer expectations. By utilizing a vertically integrated system that allows for flexible and responsive production planning and the ability to increase or decrease capacity at any time, Gildan can adapt to changes in demand. Gildan's extensive product line allows for efficient production scheduling, consistent customer marketing, and improved capacity to manage demand swings that favor its large-scale knitwear production.

This chapter is aimed at expounding my duties and the way I carried out my duties with diligence. I had regular office work and worked according to the instructions and support of my supervisor. I strive to do all the given jobs within the deadline and with attention to detail. I followed rules of the company and exercised discipline.

I was assigned such duties as support of daily operation work, preparing and reviewing documentations, record keeping, and assisting in communication with other departments and

drawing up reports, when necessary. There were instances when I had to report on the outstanding issues and keep the supervisor abreast of the prevailing state of work. I have also been taught the value of precision since the RMG industry pays much attention to production, delivery timelines as well as cost management.

- **Corporate Management and Strategic Planning:**

This is the level at which business policies, plans, and strategies are managed.

My second employment was with Gildan Bangladesh's Department of Corporate Management and Strategic Planning, where I gained firsthand knowledge of how a sizable RMG company can organize and run its business operations. During my observation, I also became aware of how corporate strategy is put into practice, which includes hard data, ongoing performance monitoring, and efficient interdepartmental communication.

Production, export, and costing reports have shown me how management assesses the company's performance and determines the next course of action based on actual data. To accomplish the predetermined business goals, I also learnt how various departments—HR and Administration, Supply Chain, Operations, Production, Legal, IT, Security, and Finance—work together.

As I helped create reports and collect useful data analysis, this team also helped me become more perceptive, accurate, and sharp-eyed. I gained a good idea of what it's like to be involved in corporate planning in a commercial setting from this worthwhile experience.

- **Manufacturing & Operations:**

Manufacturing and Operations refer to the activities through which a company converts raw materials into finished products while managing daily production processes to ensure efficiency, quality, and cost control.

I gained experience working in a factory throughout my tenure at Gildan Bangladesh's Manufacturing and Operations Department. The department is quite significant since it is this department that runs and regulates the overall factory production process. I observed how many departments worked together to make sure the process went smoothly.

I got to know the flow of production. The first step involves the receipt of the raw materials in the factory. The next step after that is the fabric will be taken to cutting, sewing, finishing, quality checking and then shipment in my internship, all tasks are observed keenly to ensure that there is good quality. During that time I also studied the way production lines are established and the efforts the workers put into their potential on each step.

- **Supply Chain Management/ Procurement:**

Supply Chain Management / Procurement refers to the process of sourcing, purchasing, and managing materials, goods, and services from suppliers to support smooth production and business operations while ensuring quality, timely delivery, and cost efficiency. In this period, I got to know that the process of buying, procurement process and supply chain activities are continuous and that they handle every case since requisition to payment to the suppliers. It is an extremely critical department because it is this department that brings in and delivers the materials and services on time.

In addition to learning how to obtain pricing bids from different vendors and comparing them by enforcing certain criteria, I also learnt how to communicate with suppliers. I learned that the selection of suppliers can be based on several factors, including the estimated price, the real product quality needed, the payment schedule, and the lead time needed for product delivery. I was given a clear concept and the proper approval by the approving authority through the buy requisitions and purchase orders process, and documentation is needed at every stage.

I also learned how to pursue suppliers to ensure that the materials are received on time. I also realized that in case of late delivery, production may be postponed. I received the fundamental picture regarding price bargaining and the significance of saving costs to the business. I also found out that it is important to check stocks on a regular basis so as to prevent shortage or unnecessary inventory. This internship helped me to have real experience and feel confident in working on procurement related issues within the RMG industry.

- **Quality Assurance (QA):**

Quality Assurance (QA) refers to the systematic process of ensuring that products or services meet the required quality standards by monitoring, evaluating, and improving production processes. Although during my internship at Gildan Bangladesh, I was working in the Quality Assurance (QA) department, I was able to know the real meaning of quality in the RMG industries. Prior to that, I believed that quality entailed inspection once the production of garments was over with. But I discovered that quality control is maintained from the in-house raw materials all the way to the final shipping.

I saw that the QA staff routinely inspects the materials' conditions, the quality of the sewing, every measurement, and the finishing in general up to packaging. They also use their abilities and talent to counter the disqualified goods. Because even the smallest mistake can result in a bigger one down the road, QA team members pay close attention to minutiae. Any flaws found are properly documented, shared with the relevant team, and promptly fixed. This periodic control reduces the likelihood of errors and improves overall efficiency.

This real-world experience helped me realize that quality is a problem for which everyone is accountable. Buyer instructions and corporate policies should be followed by all departments. Good quality is one way to project the category to the world, not just a way to satisfy

customers. I would become more attentive, more focused, and maintain the high caliber of every assignment because of this learning.

- **Compliance, Sustainability and CSR:**

Compliance, Sustainability, and CSR refer to a company's commitment to following legal and ethical standards, promoting environmentally responsible practices, and contributing positively to society and community development. During that time, I was learning the value of following regulations and ethical practices from the RMG industry's compliance, sustainability, and CSR department team. Additionally, I learned how to comply with Bangladeshi labor laws, safety standards, buyer criteria, and numerous audit requirements.

I observed and read about workplace safety through the implementation of various regulations and actions. Fire safety training, employee protection training through monthly third-party training, record keeping, and audit preparation through three internal and external audits were additional ways I learned about fire safety. I was also aware of sustainable factory methods, such as using green energy, reducing carbon emissions, and recycling and reusing different products.

Through the CSR activities, I got to know about the assistance that the company gives to workers and the community. I also got to know through this that a company is not merely a place where one makes profits and earns money but also takes care of the surrounding environment.

- **Product Development Department (PDD):**

Product Development Department (PDD) is responsible for developing new products by coordinating design, materials, sampling, and technical specifications to meet buyer requirements and market trends. During my internship at Gildan Bangladesh's Product Development Department (PDD), I witnessed firsthand how a new clothing style is

prepared before mass manufacturing. I discovered that because it starts the entire production process, this department has a very important role to perform. Before any sizable purchase is approved, sample clothing is created to ensure that nothing is overlooked in compliance with a buyer's requirements.

I watched the crew carefully choose the right cloth, trims, and accessories according to the guidelines. After the samples are created, they meticulously inspect each part of the clothing. The crew fixes any changes, no matter how small, that the buyer specifies.

To find even the smallest mistakes, the team is eager to examine the sample clothing.

Even the smallest measurement error, a forgotten stitch, or a little finishing flaw is promptly fixed. In the case of bulk production, these minor issues are resolved early on to avoid more serious issues.

To ensure that the buyer's needs are fulfilled, communication and teamwork are essential. All things considered, this educational experience showed me that careful planning, patience, and attention to detail are crucial prerequisites before starting mass production.

- **Sales & Marketing (S&M):**

Sales & Marketing (S&M) refers to the activities involved in promoting products, managing customer relationships, and increasing sales by understanding market demand and buyer requirements. I learned about Gildan Bangladesh's sales and marketing department's approach to dealing with overseas customers. This team will be responsible for bringing in orders from different nations and preserving positive client relations.

I became aware of how they notify customers about the product details, cost, production capacity, and delivery schedule. Additionally, they collect buyer requirements and send this information directly to the Bangladeshi group. In this procedure, communication is crucial yet brief.

Through this experience, I got to know that the overseas Sales & Marketing team operates in the form of bridge between the buyers and the factory. They play a very significant role since they assist in boosting orders and the business development of the company.

- **Finance & Accounts:**

I learned a lot about the financial operations of a clothing firm via my internship with Gildan Bangladesh's Finance and Accounts Department. It has to do with responsibility, task accuracy, and sound financial management. I realized that the financial department plays a crucial role in making the business stable and well-organized.

I learned how everyday transactions are handled carefully to make sure no information is overlooked. All revenue and cost must be properly documented. I also saw how the bills and invoices are examined line by line without any payment being made. If there is a mistake or no approval, the payment won't be made until it's clear. I've learned from this to make sure that financial tasks are verified and accountable.

Additionally, I have a basic understanding of financial planning and preparation. While working in the Department of Finance and Accounts at Gildan Bangladesh, I also learned that an organization cannot spend money without proper financial planning. By regulating costs and reducing or eliminating superfluous (sometimes) spending, the business is able to maintain profitability. This experience gave me a clear and simple understanding of how the financial department supports the seamless operation of the big clothing firm.

- **Human Resources (HR) & Administration:**

Finance & Accounts refers to the department responsible for managing a company's financial activities, including budgeting, accounting, financial reporting, payments, and maintaining accurate financial records to support business operations. In the company of GILDAN Bangladesh, the Department of Human Resources (HR) and Administration Department I've

learned that the Human Resources team's responsibilities include hiring the right people, maintaining employee records when necessary, and helping employees with other diverse concerns as needed. Additionally, I learned that hard copy employee files are kept in the file room and that software is used to enter attendance and leave data. I also learned about the hiring process and the procedures for adhering to fundamental HR regulations, including laws, regulations, and training. In order to efficiently handle day-to-day operations, I also learnt about administration, personnel management, facilities offered to employees, employee transportation, and other support services.

Additionally, I learned about Compassion & Benefit, one of the most important topics. This is especially true if an employee receives their income together with additional advantages like yearly raises, festival bounties, goal bonuses, earned leave in the event of an absence, other allowances, and withdrawals from specific categories like taxes and absences, among others.

- **Engineering & Maintenance:**

Engineering & Maintenance refers to the department responsible for managing machinery, technical systems, and facility maintenance to ensure smooth, safe, and efficient production operations. I became aware of the importance of machinery in manufacturing output.

Production is impossible without machines. I was able to observe the way various machines involved in such productions as knitting machines, cutting machines, sewing machines and utility and smooth power supplies, Boilers, Compressors and Generators are fixed and serviced continuously.

I saw the preventive maintenance of various utility products such as generators, boilers, and compressors and this implies that the machinery is serviced in time to prevent unexpected failures. Since I was an engineer, I could comprehend the rudimentary technical problems and the requirements of machines easily.

This experience made me relate technical knowledge to my work in procurement. I understand that it is quite significant to purchase good-quality spare parts and equipment to perform well in a factory. It enhanced my technical knowledge and gave me more confidence in dealing with procurement tasks that relate to engineering.

- **IT (Information Technology), ERP Systems:**

IT (Information Technology) and ERP Systems refer to the management of digital infrastructure and integrated software systems that support data processing, communication, and coordination of business operations across different departments. I eventually realized how important the IT and ERP systems department was to my daily job. At first, I merely used the ERP system to check the status of orders and submit requests. I had no idea how much it connects to every department. After working with the IT staff for a while, I concluded that the ERP system helps the company.

I was told to carefully put in each purchase request. I should include specific information, such as item specifics, quantity requested, project budget, product or service price, and delivery timetable. If even a small error is made, it could cause issues later on. The purchase order can be created under the same system or module following the authority's approval of the requisition, and the record stays in the same system until the products are delivered or the service is used and paid for. I came to understand that every stage of the system's operation—from approval request, receipt of the items, and payment—is executed step by step.

Additionally, I saw how different departments depend on the same system. When the warehouse is certain that the items or services have been received by the final consumers, the finance department can get the latest information about receiving goods or consuming services instantly and proceed with invoice verification. This reduces time wastage and needless interdepartmental contact. It is also made easier and more accessible by all of this.

- **Environment & Health Safety (EHS):**

The EHS team ensures environmental safety through appropriate waste disposal, recycling, and the use of recyclable resources. This internship helped me to be more aware of the safety and environmental concerns in a real factory.

Initially, I learned about using personal protective equipment (PPE), having a defined path, being prepared for emergencies, and so on. I am aware of emergency exits, firefighting apparatus, and fire detection equipment, among other things one carries with the EHS department. These can seem insignificant, but they are quite helpful since they prepared me for any unforeseen circumstance.

My perspective has been altered by my internship at GILDAN. When it comes to environmental preservation and safety, the planet is their business. As a procurement professional, I have been able to comprehend up until this point that selecting eco-friendly products and authorized safety equipment is crucial to guaranteeing a safe workplace. Being aware of them has improved my ability to think responsibly.

- **Legal, Auditing and Corporate Affairs:**

Legal, Auditing, and Corporate Affairs refer to the functions responsible for managing legal compliance, conducting financial and operational audits, and overseeing corporate governance and regulatory matters within the organization. In my practical learning with Gildan, under the Legal, Audit and Corporate Affairs department at the Bangladesh location, I got to know how compliance and appropriate control are critical in a large organization. It is through this that I learned that all the operations in the organization should be guided by laid down rules and legal provisions. Any company can find business operations risky and unorganized without upholding the company protocol and proper documentation.

- **Logistics & Distribution (L&D):**

Logistics & Distribution (L&D) refers to the management of transportation, storage, and delivery of goods to ensure products are shipped efficiently and reach customers or buyers on time. I have a practical understanding by my internship of how the supply chain flow is managed in GILDAN Bangladesh within the Logistics & Distribution department. I discovered that the relationship between the warehouse, production, and shipment depends heavily on logistics. Inadequate preparation could ruin the system.

I learned that when raw materials are received in the warehouse, they undergo a thorough check. It is stored after being compared against the purchase order and delivery paperwork. I learned basic information about scheduling transport-to-transport plants to their destinations, preparing export paperwork, and communicating with goods forwarding agencies.

Additionally, I learned how shipments are planned based on delivery deadlines. The destination buyer's trust and future business will be impacted if the goods are not delivered on schedule.

All things considered, this educational experience made me more time-conscious and organized. It has given me more self-assurance and allowed me to see what the RMG business may be like in a formal corporate setting.

Chapter 3

Critical assessment of Internship work

My internship at GILDAN Bangladesh was based on real-world RMG business experiences. I have some theoretical understanding from my academics before this internship program. However, I was able to grasp the practical approach when I had the opportunity to work as an intern in GILDAN Bangladesh.

3.1 Application of Generic and Industry specific courses during internship

Based on actual RMG business experiences, I interned at Gildan Bangladesh. Before this internship program, I had some theoretical knowledge from my studies. But when I got the chance to work as an intern in Gildan, Bangladesh, I was able to understand the practical approach. While working on the procurement team, I had to understand the importance of purchase or procurement activities to the smooth operation of manufacturing. Throughout my internship, I saw how various departments function within the business world and how they carry out their duties. The production, planning, accounts, and logistics departments work closely with each other.

I evaluate my observations and ways of thinking in relation to my internship in this area.

Practice of generic courses in the case of internship: I became more aware of the significance of my general education classes for my career development during my internship at Gildan Bangladesh. When I first joined the organization, I believed those subjects were only covered in my academic program. But in real life, I noticed that they assisted me in several ways with my everyday office work.

High Level of Critical Thinking and Analytical Skills: I used my analytical skills a lot in my daily work at Gildan Bangladesh. I learned to have logical thinking and correctly examine material before making any decisions in my academic work. Since every purchase must

consider cost, quality, and delivery time, the ability was crucial to the procurement department.

When I was getting quotes from different providers, I couldn't only look at the price. The unit pricing, total prices, VAT, transport costs, and terms of payment have all been compared. To determine whether the price was higher or lower than it was previously, I also examined the data of previous purchases. My comprehension of market trends and supplier performance has improved as a result. To make sure the correct goods were ordered, product specs were also examined. Additionally, I discovered that a small mistake in size, quality, or description could result in production-related problems. I also tried to think about the possible hazards, such as unforeseen market price swings or scheduling problems.

This experience taught me how to make fact-based, data-driven decisions rather than make decisions based on emotions. It has enhanced critical thinking skills and helped me to realize that financial risk can be minimized through thorough analysis and allows me to work more efficiently. This real-life learning enhanced my confidence and responsibility in the procurement activities.

Teamwork and Leadership: Within the internship period, I was able to receive the real opportunity to study and practice significant leadership abilities. I learned about how to be responsible. For urgent orders, it is necessary to contract with suppliers as soon as possible to solve that urgency. I supported my team members during the busy times so that there were no issues of having to halt work. Observing senior managers, I was able to gain knowledge on how good leaders remain calm in times of pressure, motivate their team, and solve problems step by step. I also learned that patience, confidence, and effective communication are very critical in team leadership.

Knowing Internal Business Environment: Internal business environment of a company comprises its structure, rules, workflow systems and culture. These are some of the things that I got to know during my internship at Gildan Bangladesh, and which make the company operate efficiently.

I noticed that all purchase orders must go through the proper permissions at the procurement department. For instance, we couldn't send a buy order to a supplier until the management gave his or her approval and the budget was examined. This guarantees that every purchase is necessary and compliant with business policies.

I also observed the way the various departments collaborate with one another. As an illustration, the production team will inform us of what materials they require, the planning team will inform us of the schedule, the warehouse checks of stock and the accounts team will inform us that payment is available. Collaboration in this way keeps the whole thing on track and in order.

Decision making is also characterized by budget limits. As an example, when we needed to purchase materials, we had to select what matched the budget but at the same time was of good quality. This helped me in learning the influence of money in day-to-day work.

Company policies also assist all people to work in a structured and just manner. As an example, when proper documentation and approvals steps are followed, the work becomes transparent because of avoiding mistakes.

From this experience, I have known that good coordination, clear systems, and adhering to rules are extremely significant to make a company a success. Any of the tasks, even simple ones, can prove to be challenging unless these are adhered to.

Learning about External Business Environment: A company's decision-making process also heavily relies on external influences. I gained a lot of knowledge about this while working as an intern at Gildan Bangladesh.

I saw that the market is erratic, with raw material and other commodity prices fluctuating.

This could influence how the business plans its budget and workload. I also became aware of the competition among different partners and suppliers. To get good deals, businesses should haggle.

When commodities arrive from foreign nations, import requirements and customs procedures take place. The import tax on certain commodities was imposed due to this issue. It may also influence business. Work may periodically slow down due to shipments or shipping issues. I also noticed that, based on the market demand, the company's manufacturing and sales strategies might alter.

Communication and Interpersonal Skills: I improved my writing and speaking abilities by taking a communication course, which was beneficial when I had to do my internship in Gildan, Bangladesh. Additionally, I was frequently required to employ professional communication in the context of actual work environments.

I've sent formal emails asking for supplier quotes and order confirmation. For any reason, any supplier or external stakeholder needed clarification of any orders, I responded to them accordingly, and they understood what they needed. And make sure the communications were clear and professional. I also spoke with stakeholders about the delivery schedule, quality issues, payment terms, sample approval, etc.

Problem Solving and Decision-Making Skills: In the workplace or an internship, one may face unforeseen issues, and they should be approached with a lot of care. As an illustration, occasionally, things do not unfold as expected, some information can be lost, or errors can be made, and they must be rectified.

In such cases, I got to learn about problem-solving in phases. The first thing I did was to determine the problem. Afterwards, I would communicate it to my supervisor or colleagues to arrive at the optimal solution. I am also able to find an alternative solution to resolve the

problems, so that there are no serious issues that can hold on. At the same time, I was able to solve these challenges, and I felt driven to take decision making process.

Time Management and Work Discipline: In any kind of employment, time management is crucial because one task can affect other projects and timetables. I was able to acquire time management techniques and learn how to complete projects within the allotted time while working as an intern at Gildan Bangladesh. I also maintained deadlines well to ensure that nothing was postponed. Simultaneously, I was able to work on multiple assignments and make no errors. As an illustration, I may be able to do reporting, follow-ups, and update records during the same day through proper time planning.

Ethical Awareness and Professional Conduct: As I learned business ethics in classes during my courses, that is why it was easy to grasp the necessity of honesty and confidentiality within a professional environment. I was in GILDAN Bangladesh on an internship and got the opportunity to apply these values in my day-to-day activities.

I never disclosed firm information, supplier prices, or any other private information. For example, I never shared any information about orders or quotes with anyone outside the department. To maintain transparency, I also made sure that I followed all corporate policies and professional standards, including proper paperwork and permissions.

For instance, I would only speak with my supervisor and the other designated members when there was a significant adjustment or a difference in price. This made me see how important it is to protect private information for the benefit of the business and its efficiency.

In general, my internship at Gildan Bangladesh benefited much from the knowledge I gained from my generic classes. I was able to perform my everyday tasks more effectively with the help of management, communication, analytical thinking, leadership, business environment, and ethics courses. I became confident, figured out how to adjust to work environment fast and

I also enhanced my problem solving and decision-making skills. It was also a good experience that taught me new challenges in professional work in the future.

3.2 Suggestion for industry improvement

Industries can operate better and commit fewer errors by enhancing coordination, time management, supplier management, training, use of technology, ethics, adaptability, teamwork, problem-solving, and performance reviews. These advancements make the functioning of work more effective, productive, and prepare the company for future challenges. These recommendations can help industries to be organized better, competitive, and successful in the long run. My internship experience in Gildan Bangladesh taught me much about the functioning of industries and what can be done to make the working process more effective and systematic. After my observations, I have suggested instances of some of my recommendations below:

Improved Interdepartmental Co-ordination: Interdepartmental collaboration is crucial for any kind of business. Specialty in the RMG industry is one of the most vital issues. My internship experience has shown that a lack of smart communications across several departments, including manufacturing, planning, accounts, and warehouses, can lead to frequent delays or errors. For instance, the manufacturing team occasionally needed goods quickly, and the warehouse was not informed of the most recent stock update, which caused a delay.

Industries can avoid this by holding frequent meetings, updating in brief sessions every day, or using basic communication tools to inform everyone of developments. Group discussions and shared documents can also help. These steps improve workflow, reduce misunderstandings, and increase punctuality.

Better Time Management: To complete tasks and meet deadlines, effective time management is essential. I learned from my internship that urgent tasks should always be

given priority, progress should be monitored, and the setting of categories of jobs should be based on priority. For instance, time planning was the means to guarantee that I could finish everything on time because I was typically expected to prepare reports and monitor the adjustments on the same day.

Simple checklists, schedules, or industry-specific tracking systems can be used to plan work. This helps workers do a variety of jobs without making mistakes and minimizes work or production delays.

Supplier and Market Management (SMM): For any business to run well, suppliers are crucial. During my internship, I saw that occasional delays or price changes resulted in problems. As a result, the delivery schedule has changed, and it happened just because of a lack of supplier management.

To avoid being caught by unexpected pricing changes or delays, industries can also maintain positive relationships with different suppliers and keep up with industry developments. Pre-planning for unfathomable evils and having backup providers can assist ensure that work is never interrupted.

The Work of Training and Skill Development: The skills of the employees can allow them to work more effectively and with fewer errors. My internship experience taught me that adequate training allows employees to cope with tasks more efficiently and feel more confident. Indicatively, routine activities were finished quickly and effortlessly when one knew how to compose professional emails, work well with teammates, and handle deadlines. The types of training that should be offered to industries on a regular basis include training on communication, problem-solving, leadership, ethics, and time management. This not only enhances the performance of the employees but also enables them to deal with surprises with an air of confidence. Trained employees will be able to organize their efforts, be able to collaborate as a team, and perform their duties on time and without mistakes.

Through investment in skills and training of the employees, industries will be able to become more efficient by minimizing errors and making mistakes and establishing a more professional and productive work atmosphere.

Pay attention to Ethical Practices: Ethics plays a great role in any workplace. Honesty, responsibility, and secrecy develop trust. My internship experience enabled me to realize that adhering to the rules of the company and ensuring the safety of sensitive information contribute to the smooth functioning of the work. Industries can offer ethical training and guidelines in order to make employees adhere to professional standards. This establishes a good and reliable working environment and motivates the employees to have responsibility.

Flexibility to Market Turmoil: External forces such as global price fluctuations, demand fluctuations, and competition usually pose a problem for industries. Through my internship, I observed that it would be quite significant to plan the work according to the market tendencies. These changes should make companies willing to modify their production, procurement, and sales strategies. This will minimize the risks, eliminate delays, and make the company more competitive in the market.

Promoting the spirit of collaboration and encouragement: Teamwork simplifies work and hastens it. I was on an internship, and I realized that when team members help one another during the peak hours, work goes smoothly. Industries can motivate employees to exchange knowledge, assist fellow employees when necessary, and to collaborate as a team. This enhances efficiency, reduces stress, and provides a good and amiable working atmosphere.

Enhancing Problem-Solving Practices: Unforeseen issues may occur in the day-to-day operations. One of the lessons that I took during my internship is the need to identify the problem first, followed by discussing the possible solutions with the seniors, and finally, to act as a corrective measure. To illustrate this, in case a task was late or information was not provided, the steps to undertake allowed the resolution of the problem within a short period.

3.3 Learning for self-improvement

I improved my speaking and writing abilities throughout my internship. To be more specific, I learned how to write professional letters, how to properly send emails, and how to write several kinds of reports, including delivery, purchase order, public relations, and production reports. Among them most crucial thing I learnt was time management. I am able to determine the priority-based work in my day-to-day activities, therefore. Another important issue was the application of 3M (Muda, Mura, Muri), by which I can minimize the wastage to perform better work.

I also got acquainted with problem-solving with PDCA (Plan, Do, Check, Act). I noticed a problem, talked about its solutions with seniors, acted, and monitored outcomes in case of difficulties.

I was also acquainted with leadership and collaboration. Different observations of managers helped me to understand how to be cool and calm under pressure and overcome the challenges.

The 5S model (Sort, Set in Order, Shine, Standardize, Sustain) habituated me to maintain order in the work and smooth collaboration.

Ethical value in the workplace is one of the most important matters. I was honest, integral and confidential. It was being more responsible and professional in following company rules.

I knew how to adjust and continue the process of improvement.

The Kaizen (continuous improvement) helped me to do a job in small steps continuously so that, after a sudden period, it will be easy to adjust with big change.

Finally, Communication, teamwork, problem-solving, ethics, time management, and adaptability are some of the vital areas that I have been able to work on through this internship.

Chapter 4

Conclusion

Bangladesh's economy ranks 25th in terms of purchasing power parity and 34th in terms of nominal size worldwide. Many financial firms consider Bangladesh to be among the Next Eleven. It has been evolving from a frontier market to an emerging market. Bangladesh is a member of both the World Trade Organization and the South Asian Free Trade Area. Bangladesh's GDP grew at the weakest rate in recent memory, 3.49%, in the fiscal year 2024–2025. (Daily Star, 2026).

Bangladesh constantly trails only China as the world's second-largest supplier of ready-made garments (RMG). Strong results in knitwear (\$20.52 billion) and woven clothing (\$17.95 billion) contributed to the sector's \$38.48 billion overall export earnings in 2024. (Investment Development Authority of Bangladesh-BIDA, 2026).

My grasp of the ready-made garment (RMG) industry has improved thanks to the PGD-KIM program. Through this PGD-KIM program, I have learned about several perspectives on the RMG industry, such as supply chain management, manufacturing, quality assurance, business operations, etc. I can see how academic knowledge and the real-world scenarios of manufacturing plants are related. I know more about how clothes manufacturers work and how different departments work together to ensure timely delivery and effective production. This educational experience has increased my comprehension and piqued my curiosity in the RMG sector.

I was able to learn useful information about the RMG sector thanks to Gildan Bangladesh. by seeing and learning about the source of goods, day-to-day operations, supply chain activities, accounts and finance, and other departments. Through this experience, I was able to relate

what I had learned in school to actual working procedures, which enhanced my comprehension of the apparel business as a whole.

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