



future at heart



**2019 Target Corporate
Responsibility Report**





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A Message to Our Stakeholders

Two years ago, we started a journey to transform our company.

Inspired by our purpose, we set in motion a multibillion-dollar investment agenda designed to reimagine our stores, supply chain and fulfillment capabilities; reposition our owned brands; and most importantly, invest in our team.

At the same time, we decided to reinvent our approach to corporate responsibility, moving from a portfolio of philanthropic priorities to a new philosophy that shifts corporate responsibility to the core of our overall business.

Last summer, we introduced this new framework and called it Future at Heart. Six months later, we closed out our fiscal year with our best financial performance in well over a decade. That was not a coincidence. We achieved these record results, in part because of the investments we made in corporate responsibility—not in spite of them. Future at Heart was designed to fuel growth and create lasting value for our guests, our team members, our stakeholders and our planet.

Every action outlined in this report ties back to our ultimate aspiration—helping all families discover the joy of everyday life—and building a company that strengthens the communities we serve for generations to come. And we have aligned our efforts around four key themes that connect to our company's overall strategic priorities:

- **Empower Our Teams:** We believe the most important investment we can make at Target is an investment in our team. Our team members take care of our guests. They are our brand's greatest ambassadors and advocates. So whether it is through our industry-leading wage commitment, the meaningful investments we are making in training and career development or the enhancements we made to our benefits this spring, we are aggressively investing in our team members to ensure Target is a place where they can grow their skills and careers, take care of themselves and their families and make a difference for our communities.

- **Serve Our Guests:** During the last three years, we have introduced more than 30 new brands, offering guests outstanding value without ever asking them to compromise on quality, safety, raw materials or great design.
- **Foster Communities:** As we open dozens of new stores in cities and on college campuses around the country, it is important to let these communities know Target will be a good neighbor. We do that in a variety of ways, from the more than one million hours our Target team members volunteer each year, to the more than \$200 million we give each year to community programs, including the in-kind donations and aid we provide in times of crisis.
- **Design Tomorrow:** In reimagining our more than 1,800 stores and global supply chain, we built in aggressive climate and energy goals and set new policies to improve the way we operate, manage water consumption, recycle and reduce waste.

While I am proud of all that our team and our partners have accomplished in this past year, I am humbled by all the work that is still left to do. This is a journey, indeed. The challenges we face as a company and a society will continue to evolve, but we will keep moving. We will keep making progress. And we will get better every step of the way.



Brian Cornell
Chairman & CEO, Target



Our Business

Our Purpose: To help all families discover the joy of everyday life

Target Corporation
headquarters
in Minneapolis, Minnesota
with global offices in China and India



30
Million+
Guest Visits a Week

360,000+
Team Members Worldwide



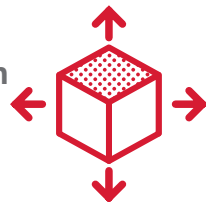
More Than
1,800
Stores

\$ 74,433
Million
Total 2018 Sales

50+
Owned &
Exclusive Brands



40 Distribution
Centers
in the U.S.



Noteworthy awards & rankings

BARRON'S

ranked Target **No. 35** on its list of [The 100 Most Sustainable U.S. Companies](#).

DIVERSITYINC

ranked Target **No. 14** on its 2019 annual ranking of the [Top 50 Companies for Diversity](#).

FAST COMPANY

named Target **No. 2 in Retail** and **No. 11 overall** on its 2019 list of [The World's 50 Most Innovative Companies](#).













FORBES & JUST CAPITAL

named Target **No. 53** on the [Just 100 ranking of America's top corporate citizens](#).

FORTUNE

ranked Target **No. 32** on its list of [The World's Most Admired Companies](#).

Notable Highlights

Empower Teams	Serve Guests	Foster Communities	Design Tomorrow
<p>Increased to \$13 minimum hourly wage in spring 2019 with a commitment of \$15/hour minimum by the end of 2020</p> 	<p>Launched Everspring, including paper products with 100 percent recycled content and 50 percent or more post-consumer recycled material</p> 	<p>1 Million+ team member volunteer hours for the fifth consecutive year</p> 	<p>Announced SBTi-approved Scope 1, 2 and 3 goals to reduce greenhouse gas (GHG) emissions</p> 
<p>Introduced new paid family leave policy and doubled amount of paid time off (to four weeks) to welcome a new child or care for a seriously ill family member, expanded affordable backup care solutions and doubled the reimbursement amount for adoption or surrogacy fees</p> 	<p>Introduced Target Clean, our icon that simplifies shopping for products formulated without specific chemicals</p> 	<p>\$204 million in cash and in-kind donations, with more than half of the philanthropic spend going to underrepresented communities, and including more than 89 million pounds of food donated (equivalent to 74 million meals)</p> 	<p>Committed to source 100% of our electricity from renewable sources by 2030, for all domestic operations</p> 
<p>2019 Corporate Bridge Builder awarded by Tanenbaum Center for Interreligious Understanding in recognition of Target's religious inclusion efforts</p> 	<p>Offered our largest Black History Month assortment, created by Target team members</p> 	<p>Opened first Target in Vermont, now serving guests across all 50 states</p> 	<p>1,000 team members trained on circular design principles</p> 

Our Corporate Responsibility Strategy

Our Corporate Responsibility Strategy

In 2018, we took a big step in our corporate responsibility journey by unveiling our Future at Heart strategy. Over the last year, we have seen the impact of embedding this strategy across the organization through our four areas of focus: Empower Teams, Serve Guests, Foster Communities and Design Tomorrow.

At its core, Future at Heart represents our ambition to deliver on Target's purpose of helping all families discover the joy of everyday life. It builds on our heritage

as a responsible business and connects to our strategic priorities. Future at Heart is a road map for how we can leverage our core strengths and lean into our competitive advantages, including our scale and size as one of the country's largest retailers. With stores in more than 1,800 communities, a supply chain that spans 49 countries and more than 30 million guest visits every week, we create value for the people, communities and planet that we serve, today and tomorrow.

As we continue building on our efforts, our work is also informed by our commitment to the United Nations Sustainable Development Goals (UN SDGs) and the action needed to address the urgent problems facing our world today. We do not have all the answers and cannot achieve our goals alone. But we are committed to working together in a collaborative way to achieve continuous improvement and to be transparent about what we learn. We are eager to continue on this path and are inspired to join our guests and other important stakeholders on this journey.

future at heart



Empower Teams

Ensure team members and manufacturing supply chain workers thrive.

- Our Aspiration: We invest in team members and support manufacturing supply chain workers so they can take care of themselves, each other and their families.
- Priority Areas: Economic Attainment & Well-Being, Meaningful Work & Opportunity, Global Livelihoods



Serve Guests

Deliver value with values.

- Our Aspiration: We offer products, services and experiences that meet all families' needs for value and values.
- Priority Areas: Better Products, Purposeful Brands, Inclusive Products & Experiences



Foster Communities

Accelerate economic development.

- Our Aspiration: We increase economic prosperity wherever we operate.
- Priority Areas: Economic Vitality, Welcoming Places, Community Opportunity



Design Tomorrow

Embrace future forward design.

- Our Aspiration: We take the circular economy mainstream.
- Priority Areas: Responsible Resource Use, Circular Behavior & Innovation, Sustainable Operations

Materiality

In an ever-changing world, we regularly evaluate and align our strategy and reporting against the most material corporate responsibility topics for our business and stakeholders. The materiality process drives how we engage internally and externally; invest our resources; and adapt our strategy on environmental, social, economic and governance topics across our value chain.

Since the release of our last report, we refreshed our materiality process to incorporate external stakeholder perspectives more robustly. We also incorporated enterprise strategy and risk perspectives, expanded the data inputs from across the business and engaged executives in the process.

For the purposes of this report, we use the [Global Reporting Initiative \(GRI\) Standards](#)' definition of materiality, which is different than the definition used for filings with the Securities and Exchange Commission (SEC). Issues deemed material for purposes of this report may not be considered material for SEC reporting purposes.

Our materiality analysis followed three steps:

1. Identification
2. Stakeholder Analysis
3. Collation, Prioritization and Validation

Identification

We used trends research, global risk reports, retail and competitor analysis, stakeholder perspectives and

environmental and social impact reports to build a list of relevant corporate responsibility topics and subtopics for evaluation. We then compared this list to three primary standards and frameworks—[the GRI](#), [the Sustainability Accounting Standards Board \(SASB\)](#) and the [UN SDGs](#). In partnership with [BSR](#), a global nonprofit sustainability consultancy, we further refined the identified topics alongside our internal strategy and risk documents to develop our initial list of potential material topics across our value chain.

Stakeholder Analysis

We engaged internal and external stakeholders to understand their perspectives on how Target can lead in corporate responsibility and where we have opportunity to engage and drive impact across our value chain.

To understand Target's business priorities as they relate to sustainability, we interviewed a broad set of internal business leaders, reviewed team surveys and scanned internal policies and strategies. To understand the perspectives of our external stakeholders, including nongovernmental organizations (NGOs), investors, competitors, vendors, think tanks and subject matter experts, we conducted interviews and held a stakeholder engagement session. In addition, we conducted an external media scan to expand our understanding of stakeholder perspectives of Target and leadership in corporate responsibility.

Collation, Prioritization and Validation

Following the Identification and Stakeholder Analysis phases, we collated material topics into high-level topics, subtopics and individual topics. Topics and their definitions were further evaluated by BSR to reduce bias and produce a draft materiality map prioritizing the topics across axes as follows:

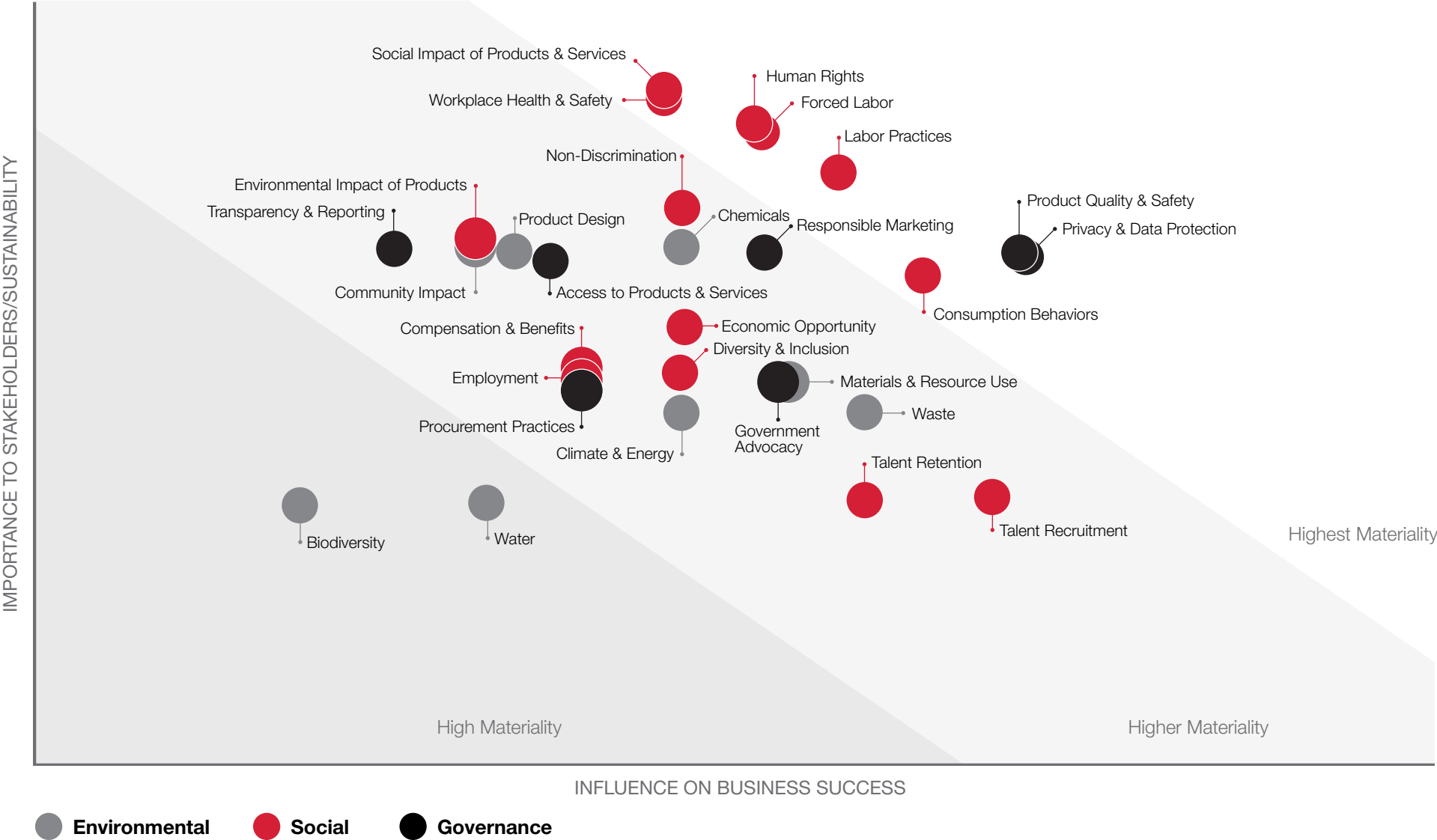
- Our ability to create value as a business through a topic's influence on our business success, including both risks and opportunities,
- Each topic's importance, including urgency, to our broad universe of sustainability-focused stakeholders.

Next, we validated prioritization of topics through internal and external workshops and individual discussions. Based on these insights we amended our materiality map, which is on the following page.

We then mapped the potential impact of long-term trends and enterprise risks to develop an understanding of how the topics may evolve over time.

The results of this process are being integrated into our strategy, engagements and assessments of risk and opportunity for the business.

Target's Corporate Responsibility Material Topics

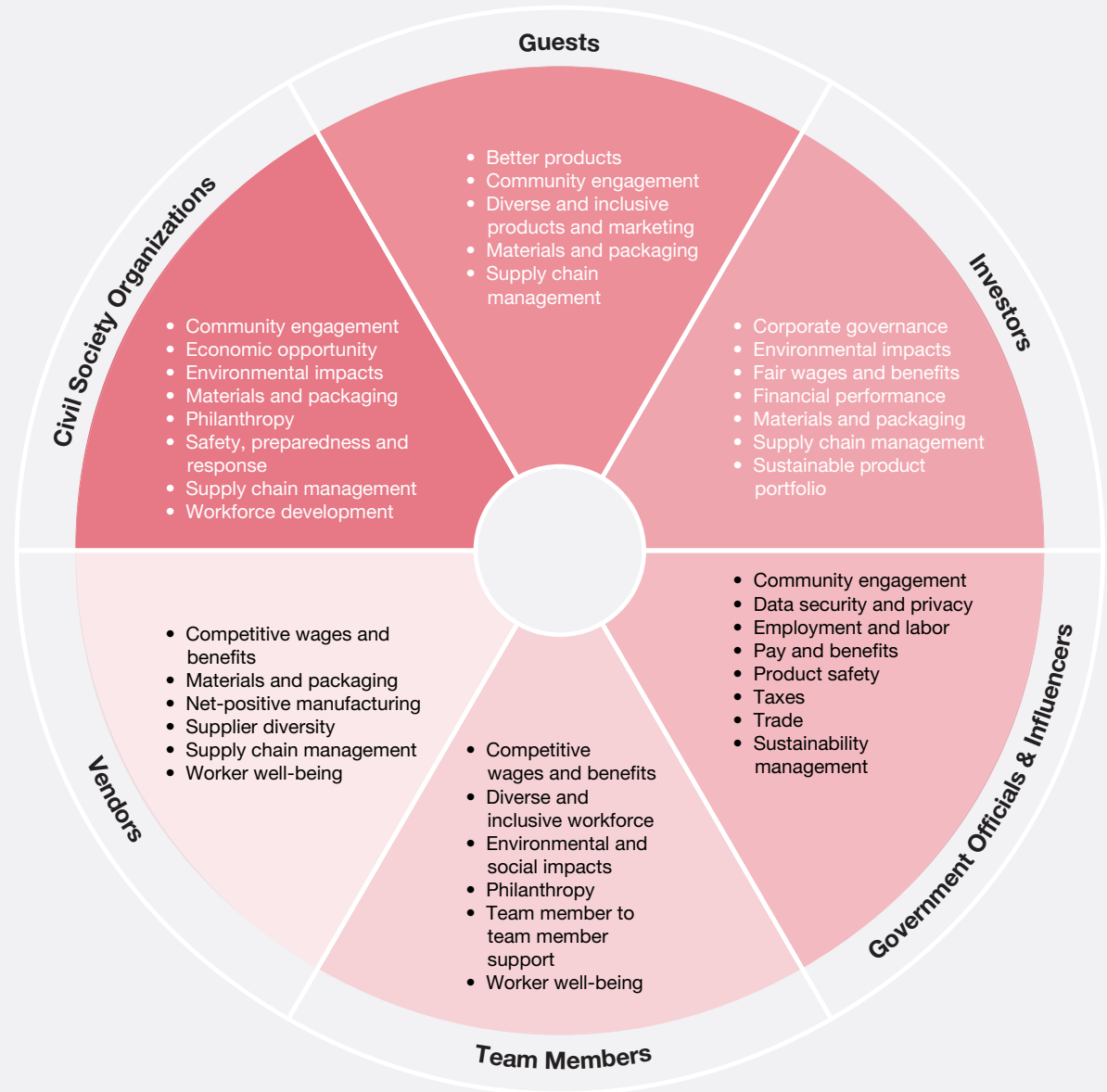


Stakeholder Engagement

We value the voices of our internal and external stakeholders. Keeping our finger on the pulse of their concerns helps our business address the right issues today and tomorrow in a timely, effective and targeted way. Here are some of the ways we engage with our key stakeholders:

- Create a great place to work for our team members through learning events, seminars and leadership roundtables that help us drive our diversity and inclusion strategy.
- Work with investors on a regular basis to address their questions and feedback on material topics.
- Enhance our impact by collaborating with diverse stakeholders in communities where we do business.
- Engage partners to continually improve our sustainable sourcing practices, elevate worker well-being and help hold ourselves and our vendors to high ethical standards.
- Collaborate with organizations and their issue experts in programs aligned with our environmental and social commitments.

This is an illustrative list of topics raised. To learn more about how and why we engage with our stakeholders, as well as our responses to the issues most important to them, visit [our website](#).



ESG Governance

Corporate responsibility is an enterprise-wide commitment informed by, and integrated into our business strategy.

Structure

Target's board of directors has delegated corporate responsibility oversight to the Nominating and Governance Committee. The vice president of Corporate Responsibility and the Corporate Responsibility team work with functional leaders across the company to determine strategies, policies and goals related to corporate responsibility and sustainability. They regularly report to and seek input from the Nominating and Governance Committee on those matters, including review of our annual Corporate Responsibility Report. The vice president of Corporate Responsibility presents to the Nominating and Governance Committee semiannually on corporate responsibility-related topics. Additionally, new board members participate in an orientation program that includes corporate responsibility priorities and progress.

In addition, we launched our Future at Heart Internal Council in 2018, comprised of leadership from across the enterprise responsible for delivering on our enterprise corporate responsibility strategy.

Ethics

Ethics is at the heart of all we do at Target. Ethical decision-making, critical to guest trust, is demonstrated in every choice we make. Our [Code of Ethics](#), which applies to all Target team members, is our guide to ethical decision-making and how we conduct business each day, including through each of our choices and actions. The code addresses a variety of topics, including putting ethics into action, working together, maintaining trust, conducting business fairly, safeguarding what is ours and caring for the world. Included with those topics is how we address conflicts of interest; fair dealing; required information disclosures; compliance with laws, rules and regulations; and prompt reporting.

Our Code of Ethics also describes the means by which any employee can provide an anonymous report of an actual or apparent violation of our Code of Ethics. Similarly, our board members are subject to a separate Code of Ethics contained within our [Corporate Governance Guidelines](#), which is tailored to their unique role and addresses conflicts of interest, corporate opportunities, maintaining confidentiality, compliance with laws, fair dealing and compliance procedures.

Privacy & Data Protection

We understand the critical obligation we have to collect, use and share personal information in an appropriate way and follow the laws that prevent improper disclosure or use. As part of our day-to-day operations, we come into contact with the personal information of our guests, team members and business partners. We protect the privacy of guests, team members and business partners, and take precautions to keep personal information safe, following all applicable data-privacy laws and company policies for collecting, storing, using, sharing and disposing of personal information.

Any Target nonpublic information is also a critical business asset. Our top priority is keeping this information protected and safe for our guests and team members. If nonpublic information is mishandled or disclosed, it can compromise that trust and negatively impact our business and damage our reputation. Everyone, at every level of Target, has a responsibility to protect our nonpublic information by following our Acceptable Use of Information Resources Policy and the Information Security Policy. Team members also must complete mandatory training to understand the behaviors and technical requirements necessary to safeguard information resources at Target.

Standards & Frameworks

We align our efforts to a number of industry-recognized standards and frameworks.

- **GRI Standards:** We publish our annual Corporate Responsibility Report in accordance with the GRI Standards, a globally recognized framework for disclosures on environmental, social and governance performance issues most important to our business and stakeholders.
- **SASB Standards:** We include certain investor-focused disclosures identified by the SASB standards.
- **CDP:** We disclose our management of Climate, Water and Forests annually to the CDP and on our website. We have also conducted a climate-scenario analysis using the framework recommended by the Task Force on Climate-related Financial Disclosure (TCFD), the results of which are incorporated into our 2019 CDP responses.
- **UN SDGs:** Our work is aligned to the UN SDGs in which we have identified where we can make the greatest impact.

UN SDGs

The [UN SDGs](#) call on governments, business and civil society organizations to take action to address the urgent problems facing our world today. Target values the important role these goals play in equitable, sustainable development, and we have explored how our Future at Heart strategy can support the UN SDGs. Our current focus is on six goals where we believe we can have the greatest impact.



Gender Equality

Achieve gender equality and empower all women and girls.



Clean Water and Sanitation

Ensure availability and sustainable management of water and sanitation for all.



Decent Work and Economic Growth

Promote sustained, inclusive and sustainable economic growth; full and productive employment; and decent work for all.



Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable.



Responsible Consumption and Production

Ensure sustainable consumption and production patterns.



Climate Action

Take urgent action to combat climate change and its impacts.

Key Collaborations

At Target, we aim to leverage our size, scale and reach to positively impact the communities in which we serve and operate. To go beyond our own operations and our vendors, we leverage strategic partnerships and collaborations to provide innovative solutions to the most pressing issues we face today.

- Apparel Impact Institute (Aii)
- Association of Plastic Recyclers (Recycling Demand Champion)
- Better Cotton Initiative (BCI)
- Better Work
- BSR
- Canopy
- CARE
- Casis
- Catalyst
- CDP
- Ceres
- The Consumer Goods Forum (CGF)
- Ellen MacArthur Foundation
- Executive Leadership Council (ELC)
- Fair Trade USA
- Fashion for Good
- Field to Market®
- FishWise
- Forest Stewardship Council (FSC)
- Forum for the Future
- Global Fashion Agenda
- GoodWeave
- Green Chemistry and Commerce (GC3)
- GreenChill Partnership
- Hispanic Association for Corporate Responsibility (HACR)
- Human Rights Campaign (HRC)
- Impactt
- Institute for Human Rights in Business (IHRB)
- International Financial Corporation's (IFC) Vietnam Improvement Project (VIP)
- International Justice Mission (IJM)
- International Space Station (ISS) U.S. National Laboratory
- Itasca Project
- Leadership Education for Asian Pacifics (LEAP)
- Materials Recovery for the Future
- National Urban League
- Nest
- Net Positive Impact
- New Plastics Economy
- Nirapon
- Outdoor Industry Association
- Proforest
- Renewable Energy Buyer's Alliance (REBA)
- Responsible Business Alliance (RBA)
- Retail Industry Leaders Association (RILA)
- Roundtable on Sustainable Palm Oil (RSPO)
- Sustainable Apparel Coalition
- Sustainable Brands #BrandsforGood
- Sustainable Food Lab
- Sustainable Packaging Coalition
- Textile Exchange
- The Recycling Partnership
- U.S. Roundtable for Sustainable Beef
- Verité
- We Are Still In Coalition
- World Resources Institute (WRI) Clean Power Council
- Zero Discharge of Hazardous Chemicals (ZDHC)

This is an illustrative list.

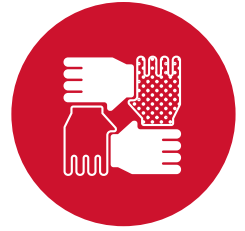


Future at Heart Pillars

Definitions

Team member: As of February 2, 2019, we employed approximately 360,000 full-time, part-time and seasonal employees, referred to as “team members.” Team members include store employees, but do not include subsidiary employees.

Manufacturing supply chain: All vendors, suppliers, manufacturers, contractors, subcontractors and their agents involved in the production of Target owned-brand, Target-exclusive or national-brand products for which Target is the importer of record.



Empower Teams

For many, retail is a place to start their careers. Wherever one starts at Target, there are endless paths and bright futures.

Early career team members find their first opportunities to learn and grow, as retail can be a great first job. Experienced workers, who join us later in their careers, are able to hone their leadership and expand their impact through a team that brings a vast array of talents and disciplines together to do one very special thing: Help all families discover the joy of everyday life.

This work has meaning, both for our business and the broader world—starting with the communities where our team members live and work. And our team will tell you that the best part for all of us is doing this work together, with a spirit of optimism, inclusivity, connection, inspiration and drive.

So much goes into our guest experience. When people say they love Target, they are usually talking about visiting one of our stores or our website. That positive and welcoming experience, especially in stores, is made possible by our store team members who create amazing moments for our guests every day. It also takes our distribution center teams to ensure that products arrive at our stores—and our guests’ doorsteps—on time, every time. Additionally, there are teams focused on everything from product design, data science and fabric formulation to food science, responsible sourcing, global logistics and technology development. This is just some of what makes Target, Target—in addition to traditionally sought-after retail tracks like store operations,

merchandising, marketing and digital commerce.

With so many options for skill-building, new experiences and leadership-development opportunities, Target offers a dynamic environment where hundreds of thousands of individuals from various backgrounds can grow into their fullest personal and professional potential.

For instance, nearly 90 percent of our store directors were promoted into their roles from other areas within Target. Store directors typically oversee multimillion-dollar businesses and lead teams of 100-200 people within their stores, earning on average \$182,000 last year.

Importantly, we are focused on nurturing a diverse workforce with equitable access to hiring, development and advancement. Diverse team members comprise nearly 50 percent of our U.S. workforce. Target also stands tall on advancing women in the workforce. Women comprise more than 50 percent of our U.S. management and lead almost half of our 1,800 stores. We also have a deep focus on bringing more women into business areas like technology and supply chain. And the gender diversity within our leadership team and board of directors is something we are proud of and work hard to protect and advance.

Our industry-leading 2017 commitment to pay a minimum hourly wage of \$15 by the end of 2020 was important. But that is just one facet of our team members’ experience in a company where they find so much support to grow their skills and careers, take care of themselves and their families and make a difference for communities across the globe.

[Read more about our goals in this area](#)

Relevant UN SDGs:





Economic Attainment & Well-Being

Across the board—for team members at our stores, distribution centers and headquarters—we have always offered market-competitive wages. And at Target, prosperity is shared by a diverse and inclusive cross-section of team members. Our total workforce is 58 percent female and 48 percent racially or ethnically diverse.

Our team is our differentiator, bringing our purpose to life for our guests through our shopping experience and our deep connection to communities. As the marketplace becomes more competitive, the significant investment we are making in our team is setting Target apart.

We took a leadership position in 2017 with [our commitment](#) to pay all U.S. team members a minimum hourly wage of at least \$15 by the end of 2020. In 2018, we advanced to a \$12 minimum starting hourly rate, and in June 2019, we increased that rate again to \$13 as we steadily rise to \$15.

In a very tight U.S. labor market, the response to our wage commitments has been telling. This past holiday season, we set out to hire 120,000 seasonal team members to help serve our guests during the big shopping rush. By starting them at \$12 an hour or more, we were able to reach our hiring goal ahead of schedule, which gave our teams more time to train and prepare for our busiest season of the year.

Target strives to ensure that our team members benefit from equitable experiences and compensation, providing on-site training and tools to help hiring managers reduce the risk of bias in their day-to-day work and compensation decisions. In addition, we do not ask questions about prior salary when recruiting new employees to avoid perpetuating previous pay gaps, even where not required by law.

To make sure that pay is fair and equitable for all team members, we regularly conduct pay audits. Our latest

audit of the U.S. team confirmed that we pay our team members equitably, regardless of gender, race or ethnicity when relevant factors such as position, tenure and location are considered. We are committed to our ongoing efforts across hiring, promotion, pay and other talent programs that are required to achieve these results.

Benefits for All Kinds of Families

Our industry-leading commitment to higher minimum hourly wages is important, but it is just one facet of our team members' experience at Target, where supporting what is near and dear to their hearts—their families—is of the utmost importance.

In June, we enhanced [several of the benefits](#) we offer team members at our stores, distribution centers and U.S. headquarters. Retail is unique in its mix of hourly and salaried workers, and one of our guiding principles is to offer the same family focused benefits to both, including part-time team members.¹ Enhancements include:

- As part of our investment in helping team members take care of themselves and their families, Target offers Paid Family Leave to eligible part-time, full-time and salaried team members. Paid Family Leave encourages team members to take much-needed time off in support of their and their families' well-being. Eligible team members are able to take double the amount of paid leave previously offered to team members welcoming a new child to their family. In addition, we now have four weeks of paid, job-protected Family Leave for reasons that include birth or adoption of a child, their own serious health condition or to care for an immediate family member with a serious health condition.

- We have extended affordable backup-care solutions to team members at our stores and distribution centers, something we initially rolled out at headquarters. Our market-leading program will include 20 days of in-center child care or in-home child care or elder care.
- We increased reimbursement twofold to \$10,000 for adoption or surrogacy fees.

Well-Being

For our team, caring is the essence of our business. The care we show for guests begins with the care we show for each other, which is why our team members can access a variety of programs to assist in their overall well-being, including education assistance, credit union memberships and 401(k) options. In addition, our health and wellness programs include fitness discounts, 24/7 access to trained clinicians through Team Member LifeResources, well-being webinars, tobacco-cessation programs and extra merchandise discounts with which our team saves millions of dollars on healthier food options and fitness gear.

Recognizing the need to support the mental well-being of our colleagues, our team members have access to programs focused on raising awareness about mental health. Leaders in our stores and distribution centers have been through a suicide-prevention training, which equips them to feel more comfortable supporting team members who may be experiencing more severe mental health issues. As we continue to expand our initiatives to address these important health issues, we are introducing a peer-support program to help increase team members' understanding of the mental health resources available to them, so that we can further reduce the stigma around mental health.

¹Our benefits strategy applies to our global team members. Global team members' benefit offerings (health, financial, training & development, well-being) are tailored to their specific geographic locations.



Health Literacy Campaign

Our team members are encouraged to take full advantage of all their benefits at Target. Health literacy is low among the general U.S. population, and by improving the understanding among our team members, we can have a broad positive impact. In 2018, we engaged our medical plan-enrolled team members through our health literacy campaign and will continue these efforts in 2019. The goal is to empower team members with basic information on health insurance, so they can be better-informed health care users. Medical plan-enrolled team members who take the course earn dollars for their Health Reimbursement Account Plan or Health Savings Account Plan.

Crisis & Disaster Support

Our connection as a team lives beyond the four walls of our workplace. In 2018, as some of our team felt the force of Hurricanes Florence and Michael, and the wildfires in California, Target's Team Member Giving Fund was there to help. The fund supports team members dealing with difficult times, such as unexpected illness, injury, house fire or natural disaster. Team members raised \$1.2 million for the fund in 2018, and Target contributed an additional \$2.5 million. The fund assisted more than 770 team members with \$500,000 in immediate support.

“

My toddler and I had to vacate the home we had been renting for years because a mold problem was making us sick. The mold also forced us to throw out the furniture that could not be cleaned. With security deposits and moving expenses, I had to hold off on purchasing new beds and a sofa. Then my HR executive team leader suggested I try the Team Member Giving Fund. Thanks to the fund, I was able to give my son a comfortable place to play and grow, with furniture! Some of the best memories are made in a living room, and thanks to fellow team members and this fund, I can start making those memories again much sooner than I anticipated.

- Jessica, Target team member

”

Competitive Benefits

Our [benefits](#) take care of our team members and their families and support their health and financial well-being.

- **Wellness discount:** In addition to a 10 percent discount on merchandise, we offer team members an additional 20 percent off on a selection of wellness products such as fruits and vegetables, active wear and tobacco-cessation products. Since the wellness discount was first offered in 2015, team members have saved more than \$30 million on healthier options for themselves and their families.
- **Team Member LifeResources:** Team members and their entire household have free, 24/7 access to trained clinicians; receive free in-person counseling sessions; and can get help with things like day care, elder care, budgeting advice or access to community resources. In 2018, we helped more than 110,000 team members get the support they needed.
- **Tuition reimbursement:** We support continuous education by offering tuition reimbursement to team members pursuing their GED, undergraduate and graduate degrees. Over the past five years, we have invested nearly \$40 million in our team members' education.
- **Flexible scheduling:** We know team members have different scheduling needs, and we work to accommodate them. We post store schedules no later than 10 days in advance and allow team members to trade or pick up shifts at the store location.





Meaningful Work & Opportunities

Training & Development

Our investments in our employees extend beyond fair and equitable pay. We provide team members with meaningful work and opportunities to build and develop skills for their career.

We invested \$10 million of additional payroll into team member development in 2018. The funds supported programs to enhance area-specific expertise and selling behaviors. For example, we provided 70,000 in-store team members with Active Selling Training to help them deliver a differentiated shopping experience for our guests.

We also tested a peer-learning program, Leader Lab, designed to build leadership capabilities. This work focused on helping managers conduct more effective performance and goal-setting conversations with team members, and we plan to scale it to support and enhance leader capabilities globally.

Additionally, we are in the third year of our Officer Development Program (ODP). More than 200 of our most senior leaders have participated in an immersive development experience aimed at equipping them with strategies to more effectively navigate and drive change and build and strengthen cross-functional relationships.

All team members also participate in a formal performance review process once a year, and receive annual training on critical issues, such as safety and security, compliance, ethics and integrity, and information security.

Inclusion Acumen

We integrate bias training into business training moments that are relevant for our team and impact our guests. In 2018, we provided approximately 170,000 hours of training to help mitigate bias.

Recognizing that being able to listen to various perspectives is critical to delivering the products and services our guests want and need, we also hosted listening sessions on inclusivity and belonging to create a culture of psychological

safety where team members can live and work together authentically. The organic open forum sessions focused on encouraging team members to share individual experiences in the workplace and world on topics such as personal safety, immigration, officer-involved shootings, mental health stigma and others, while listening courageously to the perspectives of others. The conversations were rooted in our unique guardrails of inclusion and empathy. These are behaviors that help to guide and encourage our team members to ask questions in order to understand points of view that differ from their own, be comfortable with being uncomfortable, and accept and expect nonclosure, knowing they do not have to agree to be heard or to listen.

Skills-Based/Pro Bono Volunteerism

Every year, our team members apply their unique expertise to a variety of nonprofit programs across the U.S. Target's skills-based, pro bono community service efforts not only help our partners reach their goals, but they give our team members a chance to stretch and strengthen their leadership skills.

- We shared human resources (HR) and digital expertise with [Catalyst](#), a nonprofit that works to advance women in the workplace, at its New York headquarters. During

the six-month assignment, Target team members helped establish anew performance management and onboarding strategy, as well as led Catalyst's digital team through a website redesign.

- Team members in Minneapolis applied their know-how to help the [Kids in Need Foundation](#) improve its warehouse recycling practices. Our team made several site visits to audit the warehouse waste system and recommended practical changes to increase efficiencies.
- In a neighboring suburb of Minneapolis, our Guest Insights and Store Design teams helped create a new volunteer center and food storage flow and logistics for [Second Harvest Heartland](#).
- To support the city of Roseville, Minnesota, team members partnered with Roseville HR specialists to build a comprehensive onboarding plan for new hires at the city.
- Target's Dallas Visual Merchandising team outfitted and styled children of different abilities with Cat & Jack adaptive apparel as a part of the [Bryan's House](#) 2019 Spring Luncheon Awards & Children's Fashion Show. The annual event supports the the organization's mission to provide underserved children in North Texas with specialized medical, educational and therapeutic care and holistic support services.





Championing an Inclusive Society

Seventy-five percent of the U.S. population lives within 10 miles of a Target—and in order to win in retail, we need to reflect that population in our team to ensure we deliver the products, services, experiences and messages our guests want and need.

We embrace diversity and strive to give everyone access to the same opportunities. We believe that everyone has something to contribute and deserves to take on new opportunities. When we practice being inclusive and do our best to create opportunities for everyone to feel welcome, respected and valued, we all benefit from the richness of different perspectives. We then are able to understand and fulfill the needs of the guests we serve, influence and be influenced by the communities we support and enhance points of view across our team.

Our commitment to [diversity and inclusion](#) is timeless and comes to life at Target through a broad strategy anchored in four foundational areas of focus:

- An **Inclusive Guest Experience**, where all dimensions of difference are valued and represented and guests feel a sense of belonging at Target ([Spotlight: Delivering Value to the Bottom Line](#))
- Safe and **Inclusive Work Environments**, where all dimensions of difference are valued and represented and where all team members feel welcome and able to bring their authenticity to deliver results ([Inclusion Acumen](#))
- A **Diverse Workforce**, with equitable access to hiring, development, and advancement regardless of a team member’s dimensions of difference
- To leverage our influence to reduce disparities and champion **Societal Impact** in order to help communities thrive ([Spotlight: The African Awards: Celebrating Community Contributions in Minneapolis](#))

Measurement Matters

Over the last three years, we have established timely commitments to meet the objectives of our strategy. As a

result of our intentional efforts, we have made meaningful strides.



While we are proud of the progress we have made, we recognize the opportunity ahead. Over the next three years, as a company we will focus in three key areas:

Representation: Equitably representing, retaining and advancing team members

Inclusive Experience: Cultivating inclusive leaders and individual behaviors

Business: Expanding on the diversity of our suppliers, marketing and products



The Invitation: We Invite You to Stay Open With Us

As we continue to strengthen and empower our team members, we encourage them to find ways to coexist with one another and “stay open.” What does it mean to **stay open**? It means recognizing we all have **different perspectives**. It means honoring your truth. And the **truth of others**. It means getting comfortable **being uncomfortable**, and giving everyone access to the **same opportunities**. It means being bold, accountable, curious. Together. Let's ask more questions.

Let's **listen courageously**. There's only one you. And you, your stories and your experiences are **exactly what we need**.

We invite you to stay open with us.



Workforce Diversity

Gender Diversity	Female	Male
U.S. Workforce	58%	42%
International Workforce	39%	61%
Target Manager Workforce	51%	49%
Target Leadership Team	42%	58%
Target Board of Directors	31%	69%

Racial/Ethnic Diversity (U.S.)	Diverse	Nondiverse
U.S. Workforce	48%	52%
Target Manager Workforce	35%	65%
Target Leadership Team	33%	67%
Target Board of Directors	46%	54%



In order to effect meaningful change and stay competitive in serving the ever-evolving retail consumer, Target CEO and Chairman of the [Retail Industry Leaders Association](#) (RILA) Brian Cornell commissioned RILA's first [Diversity & Inclusion Leaders Council](#) to lead industry-wide action on hiring, training and developing the next generation of leaders, who will serve the ever-evolving demographics of consumers.



Target was ranked No. 14, up 10 spots from last year, and remained the top retailer on DiversityInc's 2019 annual ranking of the [Top 50 Companies for Diversity](#).



Target was named the 2019 Corporate Bridge Builder by the nonprofit [Tanenbaum Center for Interreligious Understanding](#). The organization's Peace Made Possible awards recognize leaders who stand for justice and combat religious prejudice.



Global Livelihoods

Just as we support the health and livelihood of our team members, we continue to invest in improving the lives of those who create our products. Our goal is to elevate the lives of at least three million people in the factories and communities where our goods are produced by 2020. By the end of 2018, our programs impacted the lives of more than 435,000 people.

We advanced our global livelihood efforts through strategic partnerships and programs designed to engage manufacturing supply chain workers and communities, so they can help support their families. Here are a few examples of programs that focus on empowering women:

CARE Dignified Work Initiative: Target's three-year, \$4.5 million commitment to [CARE's Dignified Work Initiative](#) supports women's empowerment and well-being in Bangladesh, Indonesia and Vietnam. A foundational component of this work was the creation of Empowerment, Knowledge and Transformative Action

(EKATA) groups. Comprised of female factory workers, the groups provide training, facilitate access to social services and act as an information resource for other workers. Through the EKATA trainings, workers also are able to identify barriers to their rights and well-being and then act to address them through awareness campaigns and worker-management forums.

HERproject: We have partnered with [BSR's HERproject](#), an initiative to empower women working in global supply chains via workplace-based interventions on health, financial inclusion, and gender equality. Our engagement focused on providing workers in Bangladesh, Cambodia, China and Indonesia access to HERhealth, HERfinance and HERrespect—three programs that empower women in global supply chains by providing better access to information and services. Using a well-proven peer education model, more than 48,500 people have benefited from Target's partnership with HERproject since 2017.





Family Friendly Spaces: Following a pilot program with the [ICTI Ethical Toy Program](#) and the [Center for Child-Rights and Corporate Social Responsibility](#), Target expanded the implementation of summer Family Friendly Spaces in 10 new factories in China with a grant administered by CAF America. The creation of safe spaces allows children of migrant workers to visit during the summer months. With millions of children being left behind when their parents leave to find work, Target's investment in Family Friendly Spaces is strengthening family connections in our supply chain.

Nirapon: Target was a founding member of the Alliance for Bangladesh Worker Safety in 2013, and we have continued our focus on elevating safety conditions for garment factory workers across Bangladesh and elsewhere. When the Alliance wound down its operations at the end of 2018, several former Alliance members and other brands launched [Nirapon](#), a locally managed organization tasked with overseeing the ongoing safety, training and help-line efforts of the factories from which Nirapon members source.

Life and Building Safety (LABS) Initiative: Target is a founding participant and steering committee member in the [LABS](#), a collaboration between global apparel and footwear brands and retailers with a goal to prevent structural, electrical and fire-safety issues through a shared standard.



According to a landmark study published in *The Lancet*, eyeglasses have the potential to dramatically boost worker productivity, and reduce poverty worldwide, by 20 percent or more. Through our partnership with [VisionSpring](#), we are providing eye care screenings and eyeglasses to workers in our manufacturing supply chain so they can earn, learn and be safe. In 2018, our investment resulted in 11,390 people in India and the Philippines receiving eye care screenings, and those that needed glasses received them.



The benefits of vision correction for workers extends well beyond the workplace. After getting eyeglasses for the first time, workers reported significant reductions in headaches and feelings of frustration. They also saw dramatic increases in reading newspapers and holy books, helping their children with homework and preparing food and deciphering text messages—an asset that makes it possible to participate in things like mobile banking. With clear vision, the future is brighter for individuals, their families and local economies.

- Ella Gudwin, President of VisionSpring



Human Rights

Target respects the rights of workers who create our products. Our [Labor and Human Rights policies](#) provide clear direction to our manufacturing suppliers regarding hiring practices, forced labor, discrimination and other critical labor rights.

Suppliers must also comply with our [Code of Ethics](#), [Vendor Code of Conduct](#) and [Standards of Vendor Engagement](#); conduct their business with a high level of integrity; and maintain transparent and accurate records.

Through our [responsible sourcing audit program](#), we assess working conditions, labor practices, environmental management and compliance with local laws.

Underpinning our policies and practices is our commitment to transparency. Target was the first major retailer to go public with a list of tier 1 factories and the first U.S. retailer to publish a list of our apparel tier 2 wet-processing facilities. These include fabric dyeing, printing and finishing mills as well as garment laundries. As part of our efforts to improve transparency and visibility into our supply chain, we continue to engage and collaborate with external stakeholders and vendor partners.

In early 2019, we completed a Human Rights Impact Assessment (HRIA) that helped identify the salient human rights issues in our business and operations. In 2018, we were also assessed by the [Corporate Human Rights Benchmark \(CHRB\)](#), which looks at 101 of the largest publicly traded companies in the world on a set of human rights indicators. We are continuing to leverage this data and the results of our HRIA to evolve our enterprise human rights work.

Target is included in the [Fashion Transparency Index \(FTI\)](#), a project of nonprofit [Fashion Revolution](#), which reviews and ranks 200 of the largest global fashion and apparel brands and retailers in governance and transparency practices. Target scored 36 percent, which was an increase of 1.6 percent over 2018, and above the 22 percent average for all 200 brands.

Eliminating Forced Labor

We are committed to working with our supply chain partners and industry experts to help prevent, identify and swiftly eradicate forced labor in our global supply chains.

We believe that workers have the right to engage in work willfully, maintain their economic and physical freedom, be paid for their work and terminate employment without penalty. We also believe that conditions should be equitable and all workers should feel safe at work.

We will not work with suppliers who violate these rights. We recognize that eliminating forced labor requires preventative measures, sophisticated identification techniques and collaborative remediation. To do this work successfully, we have enhanced our processes and established key partnerships with experts like the [International Justice Mission \(IJM\)](#), [Verité](#), [ELEVATE](#) and [Impactt](#).

We believe in responsible recruitment. This is an issue that is particularly important for foreign migrant workers. Target is a proud member of the [Leadership Group for Responsible Recruitment \(LGRR\)](#), an initiative of the Institute for Human Rights and Business (IHRB). Launched in May 2016, the LGRR is a collaboration between leading companies and expert organizations committed to driving positive change in the way migrant workers are recruited.

Recruiting migrant workers into global supply chains involves a range of fees and costs. Charging these expenses to workers can create situations of debt bondage and leave them vulnerable to exploitation. The aim of the LGRR is to move the industry to eradicate the practice of worker-borne fees. Members are committed to improving global recruitment practices based on the Employer Pays Principle: No worker should pay for a job. The costs of recruitment should be borne not by the worker, but by the employer.



The [Open Apparel Registry \(OAR\)](#) is an open source tool that maps garment facilities worldwide. It creates a unique ID for all apparel and footwear factories, with the aim of facilitating collaboration and data sharing. This work will also directly benefit Target as we continue to move toward industry-aligned protocols and equivalencies. On a quarterly basis, Target publishes apparel and accessories tier 1 factories and apparel tier 2 factories that produce owned-brand products to the OAR platform. OAR not only aligns with our commitment to supply chain transparency, but helps build on it.

Standards of Vendor Engagement

[View Standards](#)

Vendor Code of Conduct

[View Standards](#)



Serve Guests

The retail landscape continues to be defined by shifting consumer demographics preferences and global digitization that are changing the way people shop.

Driven by generational shifts and our vibrantly diverse communities, consumers increasingly want their purchases to reflect their values and worldviews. While price and quality remain priorities, shoppers also want products with purpose that support social causes and do not harm the planet. And they are turning to retailers to offer curated assortments that enable healthy and sustainable lifestyles.

Consumers are also shopping differently. They still expect a shop-and-socialize experience in stores, while also increasingly looking for the convenience of delivery and pickup on their terms, including same-day service.

These changes make for exciting times at Target. We are innovating across our portfolio of owned and national brands to improve the environmental and social impacts of the products we sell. We are also working so that all families can find products that reflect their diverse needs, and the shopping experiences to match whenever they walk through our doors, all while providing the great value they have come to expect from us.

[Read more about our goals in this area](#)

Relevant UN SDG:





Managing Chemicals Across Our Business



In March 2019, Target hosted a hackathon to bring the industry together to spark innovation on the removal of undesirable flame retardant chemicals from children's loose-fit sleepwear. Together with brands, other industry partners and students, innovative proposals were developed that would meet regulatory requirements (e.g., flammability), guest preferences and sustainability goals. Target provided a stipend to the winning team and is working with the team to test the viability of its idea.



In 2018, Target received an A grade by the Safer Chemicals, Healthy Families coalition on its annual "Who's Minding the Store?" [report card](#) of retailer chemical safety efforts.

Our guests want the best for themselves and their families, and they trust us to deliver products that are better for people and better for the planet. We prioritize the areas guests tell us are most important to them—such as products that go in, on and around their bodies. Increasingly, they want to understand what ingredients are in the products they use, where these ingredients are sourced and the potential impacts on human health and the planet.

Through our [chemicals strategy](#), we are committed to using our size, scale and expertise to drive transparency; proactive and progressive [chemical management](#); and innovation across our entire value chain, operations and product assortments. We hope that our robust approach will continue to accelerate similar efforts across the industry.

Our progress on the strategy has evolved over the past year. For example, we continue to gain insights into the ingredients used in the products we offer to our guests, achieving full business-to-business ingredient disclosure in our owned-brand beauty, baby care, personal care and household cleaning formulated products. As a result, over the course of 2018, we doubled the number of products for which we can report data. We have access to screen 76 percent of our in-scope assortment, and we know from that screening that at least 22 percent meet our transparency goal and at least 44 percent meet our chemical management goal as of 2018. That is up from at least 6 percent meeting the transparency goal and at least 7 percent meeting the chemical management goal in 2017.

With the launch of our [Smartly](#) brand of essentials and personal care products in October 2018, we are working toward our ambitious transparency and chemical



management requirements. Smartly was made possible through our team's engagement and collaboration with select fragrance houses. We were able to develop a process that allows screening of ingredients without revealing the intellectual property behind formulations, something that has been a roadblock to full transparency in the industry until now. We are evolving the full line of Smartly products to meet our requirements by the end of 2020.

We also are actively pursuing and promoting new, innovative approaches to chemical development and the commercialization of better alternatives. Since 2017, we awarded nearly \$2.5 million in [green chemistry grants](#) to nine organizations, putting us well on our way to our \$5 million investment by 2022 goal. The grantees' work will focus on four key areas: awareness, transparency, chemical assessment and safer alternatives. Stacy Glass, executive director of [MaterialWise](#) and one of our grant recipients, notes, "Without robust, high-quality data, the question of what constitutes safer alternatives cannot be answered, and everyone in the value chain is vulnerable to regrettable substitutions. Reliable chemical data underpins the entire pathway to safer, healthier products. Target's early stage investment in MaterialWise is transforming how industry accesses and uses trusted, scientific data to make informed decisions about the chemicals they use in their products."

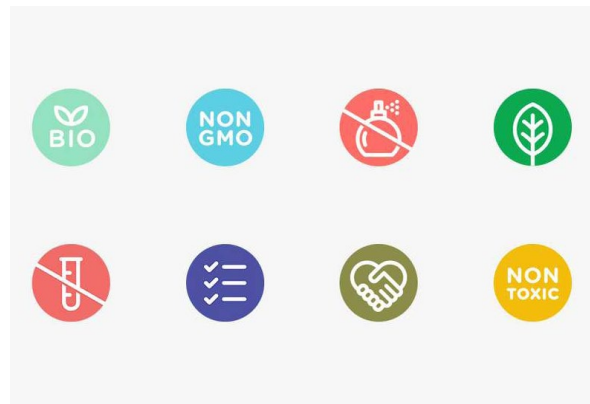


SPOTLIGHT:

Shopping With Target Clean



The new [Target Clean](#) icon is designed to simplify shopping for our guests. Introduced to online shoppers in March 2019 across our household essentials, beauty, personal care, baby essentials and pet food categories, Target Clean identifies products formulated without a group of commonly unwanted chemicals such as phthalates, sodium laureth sulfate, propyl-paraben and butyl-paraben, and others relevant to key frequency categories. Target Clean continues to be rolled out across stores and is another step toward achieving our chemical goals of driving transparency, proactive and progressive chemical management and innovation. It joins our [wellness icons](#), which help guests more easily find the products that support their health and well-being.



SPOTLIGHT:

Everspring: A Collection That Is Up to Earth's Standards

We recently launched [Everspring](#), a new household essentials owned brand, which combines efficacy, transparency and great design. Developed by Target's internal design team, Everspring features more than 70 items that include biobased or recycled materials or natural fibers—everything from laundry detergent, dish soap and paper towels to essential oils, candles and hand soap. The entire assortment of formulated products complies with Target Clean and was built on the foundation of our chemicals policy. The majority of the formulated products in the assortment have been certified by the U.S. Department of Agriculture (USDA) [Biobased program](#), and the scents are derived from essential oils. Ingredients in Everspring are transparent and labeled on the packaging. The paper products in the assortment are made of 100 percent recycled content, with a minimum of 50 percent post-consumer recycled material. The majority of Everspring packaging bottles contain 50 percent or more post-consumer recycled content.



Building Purpose Into Products

In 2019, we brought [Okabashi](#) flip-flops and sandals into our stores and [online](#)—an opportunity for us to offer a better option to our guests without compromising cost. Made in the U.S. and designed with circularity in mind, the sandals are made of bio-based material that is 100 percent recyclable, have a two-year guarantee and can be returned to the company to be [remade into new footwear](#).

We also stopped selling Styrofoam coolers beginning with our Summer 2019 assortment. Instead, we are offering our guests another convenient option that is biodegradable: Igloo's new foam-free [RECOOL cooler](#), which is made from tree pulp and is sturdy, reusable and functional.



Designing for All

We are at our best when all guests see themselves in our offerings. We want them to feel welcomed, included and joyful when they shop with us, so it is important that they are reflected, in every dimension, across our entire business. This comes to life in a number of ways. We created ongoing training for teams on how to stay connected to the varied needs of our guests and to give them the autonomy to design and promote new products. As we continue to talk to our guests, we are designing and introducing new products, such as the sensory-friendly and adaptive items within our [Cat & Jack](#), [Universal Thread](#), [A New Day](#) and [Pillowfort](#) brands. And when it comes to our advertising, our [swimwear](#) campaigns celebrate women of all sizes, body types and skin tone, free of airbrushing. Our new [intimates and sleepwear](#) brands, like Auden, are also focused on body positivity, inclusiveness and celebrating *all* body types. And for more than 25 years, we have included people with all different abilities in our advertising as a reflection of our guests and the communities that we serve.

Beauty for All

We believe our guests should be able to walk into Target and see their needs reflected in our offerings. With more than 1,000 products that meet the unique beauty needs of our guests, there is something for a wide variety of skin tones, skin care need and hair type. One specific example is [Girl + Hair](#), a natural protective hair care line that is about empowering women to embrace their natural hair. Created by Dr. Camille Howard-Verovic and Josef Verovic, the brand participated in our Target Takeoff retail accelerator in 2018. As a direct result of participation in the five-week retail boot camp and pitch day, Girl + Hair is now available on Target.com and on the shelves at more than 400 Target stores.



Supporting Emerging Beauty Brands

Knowing we can do more to serve our guests, the focus of our first 2019 Target Takeoff retail accelerator program is on emerging beauty brand categories. From all-natural skin care to wellness remedies and beauty supplements, it was designed to bring evolving guests' needs to the forefront. Participants' new products include woman-owned, natural brands like [Terra Origin](#), a beauty supplements and powders brand, and [Olive + M](#), an all-natural skin care brand.



SPOTLIGHT:

For All Kids: Providing Affordable & Inclusive Products

Early in 2019, Pillowfort, our affordable and stylish line of kids' products, launched its [latest assortment designed for families seeking sensory-friendly products](#). Taking a page from the approach we took for our Cat & Jack adaptive apparel line, our design team spent lots of time soaking up guests' stories and feedback. Then they designed every single item in the nearly 20-piece assortment to help meet kids' and parents' unique needs and blend beautifully into their homes. A few of the sensory-friendly items and design details that will help kids feel comfortable and confident as they take on their day include a rocking desk and activity chairs that enable increased motion; an indoor sensory tent that is great for quiet time, homework or reading; and a blanket that applies weighted pressure for relaxation and calmness.



Serving Guests Through Our Team & Suppliers

To continue to serve the needs of our evolving guests, we need diverse suppliers. In 2018, we hosted a Black-Owned Vendor Fair at our Minneapolis headquarters. Designed to let merchants and vendors connect and get to know one another, the event attracted approximately 30 local and national vendors. The fair was part of Black History Month engagement by the African American Business Council (AABC), a Target employee resource group (ERG). As a direct result of the fair, several brands were given line reviews and consideration, including the [Black Card Revoked](#) game, which was introduced across our stores in early 2019.

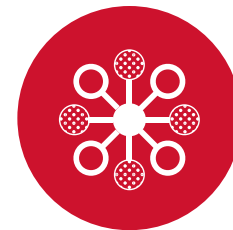
In celebration of Asian Heritage Month 2019, we highlighted several Asian American-owned business partners that help us bring guest-favorite items to Target. One was Cocokind. Founded by CEO Priscilla Tsai, it is a San Francisco-based natural and organic beauty brand. The products are in nearly all of our stores and on Target.com and meet our Target Clean standards.

SPOTLIGHT: Delivering Value to the Bottom Line

We offered our largest and most comprehensive [Black History Month assortment](#) in 2019 to date—[all designed, developed and curated by Target team members](#) under the leadership of Target Senior Product Designer Le-Spencer Walker. Using his authenticity and a consultative approach—drawing insights from our African American team members, his team and Target guests—Walker created an exceptional experience that was shared by all contributors. "Great product design only comes from great collaboration," Walker explains. "We developed a mood for the collection, and I engaged in conversations with our guests to understand what is valued and what creates a good collection." Clearly, a combination for success.

incubator

Multiple generations coexist in the world today, with different needs and values. When looking at ways to support the youngest of them, we launched our [Target Incubator](#), the latest addition to our accelerator portfolio. It is a program aimed at helping Gen-Z entrepreneurs with their aspirations to make the world a better place with "better for people" or "better for the planet" ideas. This summer, eight selected companies joined us at our Minneapolis headquarters for an eight-week course to learn all about the world of retail. Throughout the program, participants networked with like-minded entrepreneurs and developed skills in negotiations, branding, pitching and more. They also had access to Target's resources and mentors to help them as they continue to grow their business, and showcased their final pitches in front of Target and industry business leaders at Demo Day.



Foster Communities

The communities where we live and work sustain businesses, employees and families. We recognize that our success is intrinsically linked to their health and vitality, and so our intent is to accelerate opportunities across our business to contribute to communities' resilience and prosperity.

We apply our assets, capabilities and resources that make us successful as a business to our investments in our communities to ensure opportunities for all. Our investments will be in transformational and catalytic programs and partners that reshape economic and social systems in our hometown, throughout the U.S. and around the globe.

Target's philanthropic efforts are rooted in our company's purpose of helping all families discover the joy of everyday life and our values of optimism, inclusivity and connection. Community has always been at the core of who we are. Indeed, since 1946, Target has given

5 percent of profit to communities. It is a commitment we are proud to uphold today, equating to millions of dollars a week. Philanthropy is one way we can address some of the world's toughest social and environmental challenges in our communities. It allows us to draw on Target's strengths, including team members, stores footprint, global reach, products and partners, and deliver an even greater impact. We have three primary ways we philanthropically support our communities:

- The Target Foundation
- Corporate and local giving
- Team member engagement

By investing in the places where we live and work, we hope to help create more sustainable communities for future generations of guests, team members and broader society.

[📍 Read more about our goals in this area](#)

Relevant UN SDGs:





Accelerating Opportunity for All

Target provides economic opportunities across the U.S. and globally, including in communities that historically have not had equal prospects.

Diversifying Our Pipeline

By harnessing our role to accelerate economic development everywhere we operate, we create jobs and entrepreneurial opportunities for an increasingly diverse and inclusive local supply chain. We believe the next generation of innovators, change makers and leaders see the world differently and recognize different solutions in a way that can both grow business and strengthen society.

We are focused on promoting women- and minority-owned businesses, which represent a sizeable opportunity for community resiliency and prosperity in order to address 21st-century challenges. Over the last 10 years, minority business enterprises accounted for more than 50 percent of the two million new businesses started in the U.S. and created 4.7 million jobs. These companies already play a critical role in product development, service delivery and other areas across our operations. Through our entrepreneurial accelerator programs, supplier diversity mentoring, and diversity-focused vendor fairs, we are providing access to resources, knowledge and markets to help grow their capacity and amplify their contributions to our business and communities.

We are also investing in our communities through job creation, not only for team members in our stores and distribution centers, but through indirect sourcing. Our store remodeling program, for example, has invested billions of dollars into communities through its distribution of wages to locally hired contractors and the multiplier effect of their local spending on the products and services they need.

Jobs & Skills

Target's strategy acknowledges our opportunity and responsibility to leverage our influence to reduce disparities and champion societal impact in order to help communities thrive. One way we do this is connecting underserved and under-resourced community members to skills training and jobs.

Target joined the [Dougherty Family College](#) team in 2018, along with other corporate partners, to help students with financial need kick-start their college education and land their first professional job. Launched in 2017 at the University of St. Thomas' Minneapolis campus, Dougherty offers students a two-year associate degree, putting them on the path to a bachelor's degree. Annual tuition and other costs are offset through grants and scholarships, and the support of corporate partners who bring students on through paid intern positions. Target's partnership, a cross-functional effort between our Corporate Responsibility, Talent Acquisition, HR and several other internal business areas, welcomed several interns to positions in our stores and on our Strategy & Innovation team. We anticipate that additional interns will join us in the fall of 2019. In addition, our talent acquisition team has participated in skills-based volunteering with staff and students at the college.

As part of our commitment to hire North Minneapolis residents into Target jobs, we also continued our partnership with [Twin Cities RISE \(TCR\)](#), a nonprofit dedicated to transforming lives through personal empowerment, career training and meaningful employment. Our partnership focuses on training and hiring TCR participants into roles in the Target Service Center and, new in 2018, in our distribution centers. By the end of 2018, we hired 30 TCR participants, including 20 Financial and Retail Services call center team members and six distribution center team members.

In addition, for the last nine years, we have partnered with [Genesys Works](#), a nonprofit helping underserved high

school and college students secure technology internships. Target has hosted hundreds of students and, over the last few years, hired a number of former interns as full-time team members.



Going Into Communities: Bringing Target to Miami

Target Lab is a new immersive professional development experience we created to inspire the workforce of the future through meaningful interactions, speakers, workshops, activities, product showcases and networking, while highlighting Target as a great place to work. In May 2019, we hosted a Target Lab in Miami that featured several professional-development, career-connection and community-building activities. The at-capacity experience brought together diverse professionals from the Hispanic Association on Corporate Responsibility (HACR), Prospanica and Management Leadership for Tomorrow (MLT), students, local team members and Target's top Hispanic leaders, to attend the Target Lab.

Caring for Our Communities



With more than 1,800 stores across the U.S. and approximately 360,000 team members, we have an extraordinary opportunity to support and strengthen our neighborhoods through action when disaster strikes and year-round volunteerism.

Disaster Response

Given the breadth of our operations in the U.S., every disaster—whether natural or man-made—has the potential to impact us locally. We are [committed to responding to disasters](#) in our communities so that we can keep our Target team safe, reopen our stores quickly to expedite recovery and help get those communities back on their feet.

In September 2018, after the catastrophic floods caused by [Hurricane Florence](#) in North and South Carolina, we committed \$1 million to help with local cleanup and recovery. We also matched donations made through our Team Member Giving Fund, up to \$500,000, to support team members directly affected by the disaster.

In October, as communities in Florida braced for [Hurricane Michael](#), our local teams secured the nearly 330 Target properties in the path of the storm. Some of our stores close to the coast are built with hurricane-resistant glass. We shuttered the windows and entrances of other stores to protect them from the elements. We also sent generators to many of our facilities to help prepare in case they lost power. At the same time, our distribution teams shipped extra trailers of essential products—bottled water, flashlights and food—to make sure guests had what they needed to weather the storm. We also committed to supporting our



local partners. We made funding available to our stores to provide GiftCard assistance to local nonprofits supporting those in immediate need and donated \$1 million to help with recovery efforts. In addition, 168 team members received financial support through Target's Team Member Giving Fund.

Disaster struck again in November, as the deadliest [wildfires in California](#) history burned across the state. Local teams worked quickly to secure nearly 30 Target properties located nearest to the fire zones. The Target store in Westlake Village closed for a few days but opened once it was safe for team members and guests. Our \$750,000 donation helped national and local partners with emergency assistance and recovery efforts, as well as our team members. Our local stores also distributed Target GiftCards to firefighters, evacuation shelters, animal rescue organizations and other local partners.



Volunteerism

Across all 50 states and globally, [Target volunteers](#) continued our long tradition of contributing to efforts to foster resilient communities. For the fifth consecutive year, Target volunteers contributed more than one million hours of service at more than 14,500 organizations in the communities where they live and work in support of causes they are passionate about.

Supporting Operation Gratitude: Since 2005, Target has supported Operation Gratitude with grants and volunteerism. In 2018, we assembled and delivered 15,000 first responder kits across the U.S., held eight team member volunteer events at Operation Gratitude

headquarters, distributed 1,500 Target GiftCards to World War II and Korean War Honor Flight Veterans in Operation Gratitude Care Packages and served on the Operation Gratitude Bridge Council.

Regional Days of Service: Regional Days of Service is a week of service in May that mobilizes our store team members to demonstrate our company commitment to community through volunteer projects. The week leads up to our annual giving campaign and concentrates the impact our team members make in communities across the entire country on issues that matter to them. On average, during this week, we contribute nearly 250,000 hours of service. One of this year's project highlights included partnering with Arbor Day Foundation on its Time for Trees™ initiative. We had nearly 1,000 team members helping to plant trees across eight sites.

Building bridges to the homeless: Homelessness is an issue felt deeply by our team members in the Los Angeles area. In October 2018, team members joined with the YWCA of Greater Los Angeles and other community partners to open a 64-bed shelter for homeless women. Applying the visual merchandising skills they had learned on the job at Target, our team members transformed the shelter into a welcoming space for new residents. We also provided residents with Target GiftCards for essential purchases and welcome baskets, which were personally assembled by Target volunteers and delivered to each room.

Celebrating the Contributions of African American Women

In June 2018, Target supported the [Women's E3 Summit](#)—a discussion of Empowerment, Entrepreneurship and Engagement—presented by the Smithsonian's National Museum of African American History and Culture. The daylong women's initiative brought together women of all ages, industries and businesses to explore and celebrate the contributions African American women have made to American history and culture.



SPOTLIGHT:

The African Awards: Celebrating Community Contributions in Minneapolis

To be successful in our local community of Minneapolis, which has one of the largest African immigrant communities in the U.S., we recognize the importance of investing in this community.

Target had the honor of hosting the seventh annual [African Awards Gala](#) at our Minneapolis headquarters in October 2018. Our sponsorship investment in the awards was one way we use our influence to support the approximately 200,000 African immigrants who are important to Target, as both our guests and team members.

Organized by Mshale: The African Community Newspaper, the awards honor individuals and organizations that have exemplified excellence and distinction in serving the community. All finalists were nominated and voted on by their community. The festivities included a pre-gala red carpet walk; a warm welcome from Caroline Wang, Target VP of Culture, Diversity & Inclusion; inspiring speeches; and entertainment from Soweto Street Beat, the only professional South African world dance and music company in the U.S.

SPOTLIGHT:

Celebrating 20 Years of Care

Target House at St. Jude Children's Research Hospital in Memphis, Tennessee, has been providing families

with free, long-term housing and care since it opened in 1999. Target's dedication to children and families at St. Jude began in 1996 with a commitment to design and build Target House, the hospital's long-term housing facility that gives patients and families a home away from home while undergoing treatment. Thanks to hundreds of team member volunteer hours over the years, Target House has been a welcoming place for more than 4,500 families from 45 states and 47 countries and territories. It accommodates up to 98 families at a time, and each apartment is fully furnished with products donated by Target and vendor partners. Target Properties team members support St. Jude with their time and talent as we continue to update and refresh common room spaces in Target House, with support from our celebrity friends and vendors.

Target hosts special events throughout the year for St. Jude patients and their families to bring unique experiences to them. A quilting network of team members provides hundreds of homemade quilts given to each new family who moves into [Target House](#). Target is also proud to be the National Sponsor of the [2019 St. Jude Walk/Run to End Childhood Cancer](#). Target's sponsorship allows team members and their immediate family to register for free for the event in September. Team members are also encouraged to engage with their local St. Jude affiliate by helping to plan and volunteer at the event.



For one day in September 2018, Target helped Los Angeles celebrate the 100th anniversary of the LA Phil. Celebrate LA! opened eight miles of traffic-free downtown streets for cyclists and pedestrians to enjoy events featuring hundreds of musicians, artists, dancers, family activities and more. Target volunteers manned a bike station in the MacArthur Park activity hub, offering free water bottles, bicycle bells and sunglasses. That evening, Target sponsored a free concert at the Hollywood Bowl for families to attend a once-in-a-lifetime event featuring the LA Phil and fireworks. This is just one of the ways Target creates welcoming spaces and experiences for our teams, guests and communities.

Welcoming Places



Our guests are at the center of everything we do, and we know we are successful when we create places and experiences that make them feel welcomed. As an organization with brick-and-mortar stores, we are members of the communities in which we operate. How we “show up”—not just physically, but also experientially and visually inside our stores and out—contributes to the sense of belonging and inclusiveness within those communities and helps us create a deeper connection with guests.

One way we do this is by working with partners and organizations to bring family fun to communities across the country. We celebrate the openings of our newest stores with activities for the whole neighborhood to enjoy, and annually host Target-sponsored community concerts and pop-up events, such as the [family concert and festival](#) to celebrate the pre-launch of the Hunter for Target collection in Pasadena, California, or our holiday [flash-mob event](#) in New York City featuring dozens of dancers, twinkling lights and snow.

We also want our stores to be welcoming and inviting spaces. Back in 2017, we laid out our plan to invest \$7 billion in our business. This included reimagining and

remodeling more than 1,000 stores around the country and opening small-format stores that allow us to serve dense, urban and more diverse neighborhoods. And we are well on our way.

One example is our unique small-format Target store in Portland, Oregon. It was recently named [Store of the Year at the annual Shop! Awards](#) for being uniquely tailored to fit into a former 1950s-era bowling alley. It showcases our adaptive reuse approach by merging seamlessly with, and paying homage to, the important neighborhood landmark.

In addition, our aim is to not just build or remodel a store in a neighborhood, but *with* the neighborhood, by listening, learning and co-creating to better respond to the needs of the local community. This deliberate approach was instrumental as we opened our first [Vermont location](#) at University Mall in South Burlington in fall 2018. We engaged with community leaders, nonprofits and the local university to understand what they wanted most from their Target store and tailored the experiences to serve those local guests' needs. We added a nursing mothers' room, worked with an area artist to create a striking Vermont mural and incorporated several sustainability best practices, including composting our waste—all decisions we made were based on community input.

Through our first store in Vermont, we are making meaningful economic contributions to the area because most of the team members are both area residents and new hires. By adapting and reusing an existing retail space, we helped revitalize the mall, attracting other retailers and encouraging existing shops to expand and renovate. Additionally, we celebrated the milestone with Vermont-based partners and national vendors, like Ben & Jerry's and Seventh Generation.



Target partners with organizations that support the LGBTQ+ community, including financial contributions and team member volunteerism, throughout the year. And in celebration of Pride Month 2019, Target contributed \$100,000 to support [GLSEN](#) and its mission to create safe and affirming schools for all, regardless of sexual orientation, gender identity or gender expression.



Our annual Heroes & Helpers events pair public safety officials with underserved youth to shop for their families during the holidays. In 2018, teams from more than 300 stores participated, helping bring joy to the season for thousands of children and their families nationwide.



Youth Soccer Grants

In 2018, we kicked off the second round of our [youth soccer grants](#) program and provided nearly 2,000 grants on behalf of Target stores and distribution centers. The \$1,000 grants help with player registration fees, equipment and training for volunteer coaches, benefiting thousands of kids across the country. We are also on our way to creating 100 new soccer play spaces in underserved communities by 2020, in partnership with the U.S. Soccer Foundation. At the end of 2018, we completed 29 play spaces in six cities: Tampa, Miami, Orlando, Houston, Atlanta and Chicago.



Target Foundation

Serving Our Community for 100+ Years

More than a century ago, we established the Target Foundation (originally the Dayton Foundation) with the goal of investing in our hometown community and upholding the idea that the prosperity of business is dependent on the prosperity of the communities in which it operates. It is an important part of our history and our commitment to serve and support our neighbors in our hometown community. As we evolved our corporate responsibility efforts over the last year, we also reevaluated the role and impact of our Foundation in an effort to drive meaningful commitments and, ultimately, more significant outcomes.

In 2019, the Foundation expanded its support to help address the growing urgency of widening socio-economic gaps in our hometown, nationally and globally.

- **Hometown:** At Target, we believe that the health of our business depends on the vitality of our hometown community and that a vibrant and growing economy is only possible when economic opportunities are

available to all of our neighbors. The Target Foundation is committed to promoting equity for underserved and under-resourced communities that enables shared prosperity and opportunity for all. Through our hometown program, The Target Foundation will concentrate its investment in organizations working to address the specific systemic and structural barriers facing these communities. We do this in four priority areas: entrepreneurship, workforce development, housing and asset building.

- **Nationally:** Our national efforts will focus on building financial stability and security, prioritizing programs and initiatives that explore new tools and services that enable individuals to adapt to the changing nature of work.
- **Globally:** Our global efforts will focus on improving economic opportunities for families around the world, helping them to sustain themselves and their communities long term.

[🕒 Learn more](#)



Design Tomorrow

For more than 50 years, Target's success has been built on our passion for innovation and creating great shopping experiences. Today, more than ever, that passion is focused on delivering better products, services and experiences for our guests—and for the planet.

We are committed to addressing the environmental impacts of our business within our operations and across our value chain because we believe operating a sustainable business and using resources responsibly will allow us to serve our guests for generations to come.

We are using our size and influence to help tackle two of the biggest issues facing the planet today: climate change and waste, including plastics.

With more than 1,800 stores operating in every state, we have a tremendous opportunity, and obligation, to

address our own carbon footprint. That is why, this spring, we announced new 2030 goals to reduce our carbon emissions, and we are engaging our entire supply chain to help us achieve them.

As part of our commitment to make the best use of the earth's resources, we are focused on finding new ways to accelerate a circular economy. We believe a circular economy is one of our biggest opportunities to design a sustainable future, and is an essential part of our corporate responsibility strategy and our commitment to Design Tomorrow.

As a brand with a heritage in democratizing design, we are intent on putting our passion to work to bring the greatest number of sustainable choices to our guests so they can feel great about their Target shopping experience every time they visit.

[📍 Read more about our goals in this area.](#)

Relevant UN SDGs:





Climate & Energy

Climate change is one of the most pressing and most complex issues we face. To combat the impacts and run our business more sustainably, we are implementing bold measures that aim to reduce our GHG emissions and increase the energy efficiency of our operations and supply chain. Through ambitious climate and energy programs and partnerships, we are advancing our Future at Heart strategy to create sustainable value and joy for our guests, communities and planet.

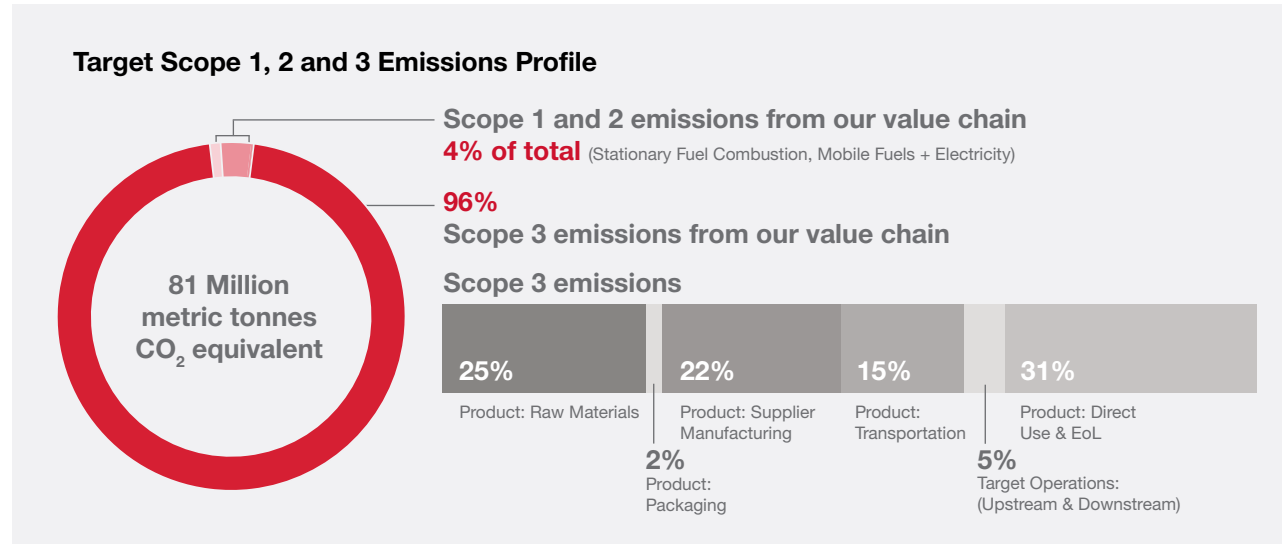
Climate

This spring, we announced an ambitious new set of [climate goals](#). As part of our broader [climate policy](#) efforts, we partnered with industry expert [Anthesis](#) to validate our new targets and ensure they meet the rigorous requirements of the [Science Based Targets initiative \(SBTi\)](#). The SBTi's guidelines help companies align their corporate efforts with climate science to facilitate the transition to a low-carbon economy.

Our aim is to reduce our absolute Scope 1, 2 and 3 GHG emissions by 30 percent below 2017 baseline levels by 2030. We are also committing 80 percent of our suppliers by spend to set science-based reduction targets on their Scope 1 and 2 emissions by 2023.

As a company, we have a responsibility to our guests and the environment to set high expectations and encourage ambitious reductions in GHG emissions. We are engaging with our suppliers to unify around these same goals. Whether we are working with them to reduce the impacts from the raw materials used to create our products, or are generated through manufacturing and transporting those products to our shelves, we know we can drive even greater change that will support a healthy planet.

As the majority of our GHG emissions are in the supply



chain (96 percent), we intend to partner with our suppliers to help them to implement emissions-reduction projects in their operations, which should help to reduce our Scope 3 emissions. An example of an in-progress initiative is our partnership with the [Apparel Impact Institute's Clean by Design](#) program, which is reducing the environmental impact of textile mills. In addition, we plan to leverage the [Vietnam Improvement Program](#) in partnership with the International Finance Corporation as it increases factories' energy and water efficiency.

Through completing our analysis of our Scope 3 footprint, we learned that approximately 64 percent of emissions come from the products we sell. Looking further at our product categories, just over one-third of Scope 3 emissions are generated by apparel and footwear. We are prioritizing work in this area, and we have recently signed onto the Fashion Industry Charter for Climate Action.

Tracking and accountability measures against our goals will be disclosed annually through the [CDP Supply Chain](#) program, which will assess both owned- and national-brand vendors that fall within the top 80 percent of spend, as well

as the [Higg Facility Environmental Module \(FEM\)](#) for owned-brand factories. Looking toward 2020, we will provide additional support to our suppliers to help them set their own targets, implement projects that reduce their emissions and streamline reporting internally and with Target.

Adding the Scope 3 reduction goal places Target among a growing number of U.S. companies that have SBTi-approved goals focused on carbon-reduction initiatives throughout their supply chains. We hope our ambitions accelerate positive change throughout the industry and lead to an even greater impact for generations to come.

What Are Scopes?

Scope 1: Emissions that come directly from Target facilities

Scope 2: Emissions from energy we purchase to power Target facilities

Scope 3: Emissions generated through the manufacturing and distribution of products, business travel, guests using our products and other indirect sources



Sustainable Operations

We aim to build, remodel and operate efficient buildings and spaces that are designed with our long-term impact on the environment in mind.

Resource-Efficient Buildings

LED Lights

Back in 2015, Target kicked off a test at about 100 of our stores replacing old fluorescent light fixtures with LEDs. Today, more than [two million smart LED ceiling fixtures](#) are in place across nearly all 1,800-plus Target stores nationwide. And they will be added to new stores we open. They are already reducing the electricity required to power our stores by 10 percent annually compared to the prior

fixtures. That is an average of 470 million kilowatts (kWh) of energy each year, enough to power nearly 40,000 homes or to reduce our GHG emissions by an amount equal to removing 70,000 cars from the road annually.

Electric Vehicle Program

We have accelerated the rollout of our [electric vehicle \(EV\) program](#) to provide charging stations to better meet our guests' needs. At the end of 2018, our program spanned 26 sites in seven states with 200 parking spaces.

Renewable Energy

To reduce our Scope 1 and 2 emissions, we will continue to ramp up investments in [renewable energy](#) and energy-saving initiatives across our business. We are committed to sourcing 100 percent renewable electricity for our domestic

operations by 2030 and 60 percent by 2025.

We are also committed to increasing the use of renewables in communities where we operate: in our facilities, distribution centers and supply chains.

- On-site solar: We have substantially expanded our [solar program](#). Over the course of 2018, we added just over 25 megawatts (MW) of rooftop solar at 34 new sites. This increased our total capacity to more than 229 MW across more than 470 completed projects, putting us well on our way to our goal of 500 buildings with rooftop solar panels by 2020. In some cases, Target may generate the solar energy in support of broader clean energy programs and policies, and in those cases, we do not retain the renewable energy credits.



- Off-site wind and solar: In pursuit of our commitment to source 100 percent of our electricity from renewable sources, we signed two new power purchase agreements: 89 MW of solar energy from the [Sand Fork Solar Project](#) in Texas and 79 MW of wind energy from the [Lone Tree Wind Project](#) in Illinois. By 2021, we expect to be generating clean energy from both of these projects at full capacity. Our investment in Texas wind (40 MW) continues to provide us with clean energy annually—enough to power 60 stores, and our [Solomon Forks Wind Project](#) in Kansas (100 MW) is on track to generate clean energy beginning in summer 2019.
- Renewable*Connect Program: Our participation in green tariff programs expanded in 2018, adding Xcel Energy’s Colorado Renewable*Connect program to our ongoing contracts with the [Puget Sound Energy](#) and [Georgia Power](#) utilities. Green tariff programs, also known as renewable energy purchasing programs, let us finance and purchase green energy through local utilities. Through the [Renewable*Connect](#) program, Target joined other customers to construct 50 MW of solar panels in Colorado, which started producing energy in 2019.



SPOTLIGHT:
Remodeling Sustainably

Our internal Sustainable Building Council is developing model stores to showcase innovations in sustainable design, materials and technologies. The first prototype, where we apply sustainable site-design options to a store remodel, will be complete in 2019. Our aim is to show what is possible and practical in both remodels and new builds.

Noteworthy Awards

- Target was named a [2018 ENERGY STAR Partner of the Year – Sustained Excellence](#), the fourth consecutive year we have been recognized for our continued energy-efficiency efforts.
- In 2018, Target received the [U.S. Department of Energy \(DOE\) Better Building Alliance Advanced Rooftop Unit \(RTU\) Campaign Award](#) for our continued commitment to using high-efficiency RTUs, which resulted in more than 12 million kWh annual energy saving over the past five years.
- The DOE also recognized Target in its [Better Buildings Interior Lighting Campaign](#), highlighting the more than 1,600 projects across the portfolio—one standout project resulted in 47 percent annual energy savings compared to the average new construction.
- The Alliance to Save Energy has awarded Target the [Built Environment Star of Energy Efficiency Award](#) for its continued commitment to reducing energy consumption and improving efficiency.



Responsible Resource Use



We aim to do our part to source raw materials in a way that helps protect the planet and the communities that source them.

Water

We believe clean, drinkable water and sanitation are human rights and should be accessible for all. Yet, around the world, clean water sources are disappearing at an alarming rate. Sustainable water management is a necessary function of normal business operations, as it maintains healthy ecosystems and ensures access to clean water.

We recognize the tension between protecting this critical natural resource and needing it to operate our business. Through our [freshwater stewardship commitment](#), we are taking steps to improve water quality, optimize water efficiency and increase access to clean water.

Our framework takes a holistic approach by incorporating our existing water management aspirations as well as our work in climate change, chemicals management and sustainable resource use. This allows us to make thoughtful

enterprise-wide decisions in resource allocation and to measure progress across our business.

We made progress in 2018 toward our freshwater commitment in a number of areas, including:

Manufacturing: Target owned-brand products are produced in more than 2,900 global manufacturing facilities. Water challenges vary by region, and we are focusing our efforts on those within priority watersheds where we can have the greatest impact.

- We joined the [Zero Discharge of Hazardous Chemicals \(ZDHC\) Roadmap to Zero Programme](#) and applied its wastewater guidelines as we [set our 2025 manufacturing water goals](#). The guidelines are helping us reduce hazardous chemicals in tier 1 and tier 2 wet-processing locations and prevent them from being discharged in wastewater and impacting surrounding communities.
- As a partner in the [Vietnam Improvement Program](#), we worked with 23 factories in 2018 and were able to help them reduce water usage an average of 16 percent annually. As a result of all of our efforts, we have already

achieved our 2022 goal of improving water efficiency in textile dyeing and finishing factories located in priority watersheds by 15 percent.

Direct operations: Across our stores, distribution centers and headquarters, we are addressing water scarcity, water quality and stormwater flows as part of our overall commitment to make our business and operations more sustainable. In 2018, we scaled up our irrigation efficiency program, optimizing irrigation systems at an additional 100 stores. With 270 total stores in the program at year-end, we saved 40 million gallons of water in 2018. Our efforts, in partnership with [Conserva Irrigation](#), were recognized in 2018 with the [Irrigation Association Vanguard Award](#) for the innovative landscape project.

Beyond the fence line: We are working with others around the world to encourage progress in areas above and beyond our own business and operations, through cross-sector partnerships, team member engagement, philanthropic investments and more.

- We were the first retailer to join Ceres and World Wildlife Fund's (WWF's) [AgWater Challenge](#), which is working to advance water stewardship in global agricultural supply chains.
- Identified as a high-risk geography, we are investing in sustainable water management in California by joining the [California Water Action Collaborative](#), a cross-sector collaborative committed to building a more water-resilient state, and participating in [Ceres' Connect the Drops](#) campaign, which is an advocacy platform connecting legislators and corporations on pressing water issues.
- We collaborate with suppliers through the [Field to Market® Fieldprint® Platform](#) to address soil health issues; develop time-bound, measurable goals to improve soil health across corn and soy acres; and help improve water quality by reducing agricultural runoff in the Mississippi River Basin. We also support future



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With operations in nearly 50 countries, Target shares the responsibility of tackling environmental issues in the communities where we do business. Our freshwater approach is one way we are putting the needs of people, communities and the planet at the heart of how we work today to help build a better tomorrow.

- John Mulligan, Executive Vice President and Chief Operating Officer

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development of small grains and cover crops grown in rotation with corn and soybeans as part of a collaboration with [Practical Farmers of Iowa](#) and [Sustainable Food Lab](#).

- Through our ongoing work with [Water.org](#), we committed \$3 million last year to help families in India, Bangladesh and Indonesia have more affordable access to clean, drinkable water and sanitation in their homes.
- We continue our partnership with [WWF](#) to engage the textile sector located in the Taihu basin to reduce water risks in our supply chain and local communities. This work is done by raising awareness and introducing water-stewardship practices through training and education forums. A water-stewardship app facilitates a broader reach to textile suppliers outside the Taihu basin.

Raw Materials

The earth’s natural resources provide us with essential raw materials for our products. To help us source raw materials in a manner that protects the planet and supports the communities that supply them, we have developed sustainable sourcing policies and programs for cotton, forest products (including paper-based packaging) and palm oil. We also have committed to more sustainable practices in recycled polyester, animal welfare and seafood.

Cotton

Cotton, both virgin and recycled, is a vital and staple raw material for Target. Cotton farming is also critical to the economic well-being of communities around the world. We are focused on leveraging our scale to drive positive change within the cotton industry by sourcing 100 percent sustainable cotton for our owned-brand and exclusive national-brand products.

One such effort is our strategic partnership with the [Better Cotton Initiative \(BCI\)](#). BCI Farmers are trained to use water efficiently and reduce their use of the most harmful

chemicals. They are committed to respecting the rights and well-being of workers. That makes Better Cotton better for the people who produce it and better for the environment, while also meeting the expectations of our guests, who are looking for more sustainable options. Our membership with BCI resulted in a fivefold increase in sustainably sourced cotton in 2018 compared to 2017, with 22,592 metric tonnes sourced as Better Cotton. We will continue using a combination of programs that support our definition of sustainable cotton—primarily BCI, organic and [Cotton LEADSSM](#)—that best suit the varied geographies, supply chains and practices that Target relies upon.

In another effort, Target took part in a collaboration with the International Space Station (ISS) U.S. National Laboratory. Through our membership with the ISS National Lab, we sponsored the [ISS Cotton Sustainability Challenge](#) providing researchers with grants to test their ideas for improving crop production and water sustainability on Earth using ISS’ technology. The project was recognized among [Fast Company’s World Changing Ideas of 2019](#) and was honored with the [Space Pioneer Award](#) at the Kennedy Space Center. Our hope is that the research will lead to breakthroughs and collaborations that enhance overall cotton sustainability. See our Cotton Policy [here](#).

Forest Products

Forests host irreplaceable ecosystems that mitigate climate change, foster habitat biodiversity and offer livelihoods for communities. They also provide essential raw materials for many of the owned-brand products and packaging that bring joy to our guests. We are committed to aiding in the global effort to end [deforestation and forest degradation](#).

We are working with vendors, suppliers and other stakeholders to implement our [Responsible Sourcing Policy on Forest Products](#). Our hope is to increase the amount of responsibly sourced forest fiber we use on an annual basis.



As a first step in our transition to responsibly sourced forest fibers, we are working in three areas: paper-based materials, furniture and décor, and rayon used in apparel. A shift to sustainable packaging for our owned brands is also underway. In 2018, we:

- Nearly completed the transition of our party supplies brand, [Spritz](#), to 100 percent [Forest Stewardship Council \(FSC\) Chain-of-Custody](#) certification. Due to challenges with raw material availability, we are currently at 99 percent. We are working to achieve our 100 percent goal in the near future. Now, guests are able to choose paper plates, napkins, décor and other products that are sustainably sourced. Spritz is our first owned brand that will be fully compliant with our forest products policy.



- Introduced an FSC-certified wood nightstand, the first item in our Pillowfort furniture collection for kids.
- Signed on to the [CanopyStyle](#) initiative, joining more than 170 clothing designers, retailers and brands to certify viscose-apparel supply chains are free of ancient and endangered forests, endangered species and controversial sources. We are acting on our pledge by sourcing deforestation-free rayon through Canopy-approved fiber manufacturers.
- Incorporated post-consumer recycled content in our new [Everspring brand tissue products](#).

Sustainable Palm Oil

In 2015, Target established an ambitious goal for the palm oil used in its owned-brand food (Market Pantry, Archer Farms, Simply Balanced), personal care (up&up) and household cleaning products (up&up). We aimed for the palm oil used in these products to be traceable and sustainably sourced by the end of 2018.

At the end of 2018, 38 percent of palm oil in products covered by our commitment was physically certified through the [Roundtable on Sustainable Palm Oil's \(RSPO's\)](#) mass balance and segregated supply chain models, and the remaining 62 percent was covered by RSPO's [PalmTrace](#) credits. Additionally, 84 percent of the palm volume was traced to the importer.

Beyond work with our direct suppliers, we have been actively engaged in multistakeholder initiatives focused on sustainable palm oil. Since launching our goal in 2015, Target has collaborated with [Proforest](#), [The Consumer Goods Forum \(CGF\)](#) and the RSPO with aspirations of eliminating deforestation and improving the livelihoods of those in the palm oil sector.

Looking ahead, we will increase the number of product categories covered in our commitment. We will also seek to source physically certified sustainable palm oil rather than using credits where feasible. For further details on Target's Palm Oil Commitment, click [here](#).



We were named a top scorer in the [Sustainable Furnishings Council's 2018 Wood Furniture Scorecard](#), an initiative aimed at driving responsible wood-sourcing practices in the supply chains of furniture retailers.



We supported the [American Forest Foundation's Carolinas Working Forest Conservation Collaborative](#), a collection of organizations working together to help family forest owners sustainably manage the nearly 300 million acres they own in order to protect and improve wildlife habitat and provide a sustainable wood supply.



Recycled Polyester

As part of our focus to source raw materials more sustainably, we are committed to replacing conventional polyester with polyester made from recycled plastic in Target owned-brand apparel, accessories and home products. In 2018, we launched [Made By Design](#) home furnishings using recycled polyester. This adds another brand to our recycled polyester product assortment that already includes brands like [Cat & Jack](#) and [Universal Thread](#).

Our commitment earned us a spot in [REPREVE's Billion Bottle Circle](#), one of only three companies to reach the milestone of using the equivalent of one billion bottles of recycled polyester over the years.

Animal Welfare

Our [Food Animal Welfare & Antibiotic Policies](#) set out the standards and principles that we expect our meat, dairy and deli vendors to follow when sourcing and producing products for sale at Target. They are grounded in our belief that every animal deserves humane treatment throughout its life. We do not support the use of routine, nontherapeutic antimicrobials—including antibiotics—to promote growth. We expect our suppliers and the producers they work with to phase out this practice and only use antimicrobials when medically necessary.

Target has committed to transition to sell only cage-free shell eggs by 2025, pending available supply. As of 2018, 40 percent of the assortment of shell eggs sold were cage free. We continue to work with our supply base to make progress toward this target. We are also working with our pork supply chain to reach our 2022 goal to eliminate the use of sow gestation crates.

Sustainable Seafood

We want our guests to be confident that the seafood they buy at Target was wild caught or farmed using sustainable practices. We have worked hand in hand with our partner [FishWise](#), trusted vendors and other stakeholders to confirm 100 percent of our fresh and frozen seafood is [Seafood Watch](#) green or yellow rated, certified to an environmental standard deemed equivalent to Seafood Watch yellow rating or better, or sourced from a credible time-bound improvement process. We will continue to seek opportunities to leverage our size, scale and reach in ways that we believe will lead to positive social, economic and environmental outcomes in fisheries and aquaculture production. See our Sustainable Seafood Policy [here](#).



Circular Behavior & Innovation

Global environmental issues like climate change, drought, deforestation, waste (including plastic) and resource scarcity are bringing into focus the risks associated with a linear take-make-waste business model. Plastic waste is overwhelming our oceans and harming sea life. Raw material prices are volatile and unpredictable. In response, leading businesses are adopting a circular mindset. These companies aim to embed sustainability into their business models by looking at consumption behaviors and capitalizing on opportunities that include attracting environmentally minded customers and answering the demand for new products and experiences.

Finding new ways to support a more circular business model is an essential part of our commitment to Design Tomorrow. We want to be the mass retailer that offers our guests the greatest number of options for sustainable products, services and experiences, including circular products. Our goal is to incorporate circularity into our owned brands and partner with national brands through our assortment.

In imagining the role circularity can play throughout our business, we set foundational internal priorities that include a set of design principles that integrate circularity into our business—from product innovation to packaging considerations and store design. By training our team members on these principles and the thought process behind them, we have been able to test, learn and move forward toward establishing a culture and mindset of zero-waste living and design thinking throughout our business and value chain.

We recognize that circular solutions do not currently exist for everything. However, we believe the circular economy is one of the biggest opportunities we have to design

a sustainable future. We are working with a number of consortiums and industry partners, such as the [Ellen MacArthur Foundation](#), the [Global Fashion Agenda](#) and [Fashion for Good](#), to promote circular design, behavior and innovation.

Circular Design

Enterprise-wide circular design principles are helping us reimagine the way products, processes, buildings, properties and experiences are designed. We focused the initial application of the principles on our primary goods and services: retail goods, indirect goods, properties and our events and experiences.

- **Material choice:** Design products, processes and properties to utilize renewable, recycled, nontoxic sustainable materials that can be continuously looped back into the system.
- **Durability:** Design products, processes and properties for the expected lifespan of both retail and nonretail goods.
- **Repairability:** Design products, processes and properties to be easily repaired and/or have modular component parts that facilitate replacement or disassembly.
- **Recyclability:** Design products, processes and properties with the ability to be recyclable and/or biodegradable.

As a first step to institutionalize these principles across our organization, we trained more than 250 of our designers in 2018. By late 2019, we will have trained nearly 2,000 team members in 11 different business areas across Target,

including Marketing, Merchandising, Owned Brand Product Design & Management and Store Design.

Circular Fashion

It takes the fashion industry large amounts of energy and water to deliver pieces on pace with consumer fashion trends. At the same time, discarded clothing is piling up in landfills, to the tune of 92 million tons a year. A recent study by the Ellen MacArthur Foundation found that one garbage truck of textiles is wasted every second. Designing and creating fashion in a circular manner is a priority at Target. We are working with industry partners to develop new solutions and sustainable systems.

- We recently joined dozens of leading brands and industry organizations signing on to the [Fashion Industry Charter for Climate Action](#). The new initiative is designed to mobilize the fashion industry to create solutions to combat climate change.
- Through our strategic partnership with the Global Fashion Agenda, we are changing the way fashion is designed across the industry. We are investing in textile recycling technologies and have committed to increase the functional durability of our owned-brand apparel.
- Our work with Fashion for Good aims to overcome the fashion industry's barriers to sustainable fashion. We provide mentorship, guidance and access to our subject matter experts to help Fashion for Good early stage innovators scale unique circular solutions.
- We are a founding member of [Connect Fashion](#), a pre-competitive collaboration that is using the "internet of things" solutions to unlock the connected and circular future of fashion, apparel and retail.



Sustainable Packaging & Single-Use Plastics

Packaging offers one of the biggest opportunities and challenges in circular systems. We are committed to eliminating, reducing and finding alternatives for plastics in our products, packaging and operations. This is one important way our teams design for circularity. We approach this work with a value-chain mindset. By working with industry partners and supporting collaborative efforts, we aim to make significant advances in addressing the volume of single-use plastics and deliver more sustainable packaging options for our guests.

In 2017, we were the first retailer to join [The Recycling Partnership](#). Through this initiative, we aim to help improve how more than 25 percent of the U.S. population recycles. At the beginning of 2019, we made a \$2 million commitment to support its new [Leadership Summit: 50 Cities Driving the Circular Economy](#). We also provide ongoing infrastructure grants to communities in need, assisting households with the infrastructure, tools and resources they need to make recycling easy and accessible.

In addition, as part of our work with the [Sustainable Packaging Coalition](#), we are continuing to look for ways to add the [How2Recycle®](#) label to our owned-brand product packages. We are already compliant and use it where space allows, with more than 5,000 owned-brand product packages.

These industry efforts align with Target's aspiration to make recycling easier and more accessible for our guests, who believe recycling is a key activity to live more sustainable lifestyles. The How2Recycle label helps our guests recycle through education. The Recycling Partnership provides better access to recycling through public and private partnerships. We are intent on driving positive change through these and other collaborations.

Partnerships are particularly critical as we aim for true system change and work to enable circularity needed to address the issue of single-use plastic waste.

- We signed the [New Plastics Economy Global Commitment](#), led by the [Ellen MacArthur Foundation](#) in collaboration with [UN Environment](#), alongside more than 400 brands, NGOs and other partners to eliminate plastic waste and pollution, by seeking to:
 - Eliminate all problematic and unnecessary plastic items
 - Innovate so that the plastics we do need are reusable, recyclable or compostable
 - Circulate all the plastic items we use to keep them in the economy and out of the environment
- We are working with P&G, Dow, PepsiCo and others as part of the [Materials Recovery for the Future](#) collaborative. Together, we are working to shift to a future in which all flexible packaging, even hard-to-recycle chip and snack bags, can be recycled.
- We also continue to work to increase the demand for recycled plastics by creating three new end markets for recycled plastics and committing to advance market demand for recycled resin through [The Association of Plastic Recyclers' Recycling Demand Champions program](#).
- We continue to explore environmentally preferable solutions to single-use plastic bags. In October 2018, we opened our Vermont store without single-use plastic bags at the point of sale. This store is an opportunity for us to test and learn. Throughout 2018 and early 2019, we also engaged with academic institutions and our own team members to hold design challenges to reimagine solutions that give our guests a plastic-free way to bring their products from our stores to their final destinations.

Trade-In Programs

We want to make it easier for guests to dispose of items they no longer need in a sustainable manner, which is an important step in adopting a circular mindset. Our trade-in events simplify families' lives by helping them repurpose their belongings. Since we first invited guests to bring used car seats to their local Target store, we have collected more than half a million. We teamed up with [Waste Management](#), a company that focuses on finding solutions for hard-to-recycle waste, to find new uses or end markets for the more than 7.4 million pounds of recycled materials we have collected.



Operations

Our aspiration to develop a comprehensive circular strategy builds on extensive work Target has undertaken to address the environmental impacts of our business, including our efforts to reduce waste and establish a zero-waste mindset.

Our progress is a result of our efforts and commitment to manage our programs across our U.S. headquarters, distribution centers and stores. In 2018, Target successfully rolled out two programs to better track and reduce waste. Cardboard radio-frequency identification (RFID) allowed us to track store-level data for recycling volumes and report on metrics not previously possible. In addition, a system-led disposition tool for food donations provided greater clarity to team members of what can and cannot be donated.

Food Waste

As a member of [CGF](#), we committed to reducing food waste within our own retail and manufacturing operations by 50 percent by 2025. Over the last year, we continued our investments in in-store food-waste reduction by introducing process improvements.

In 2018, Target launched a new Food Donations dashboard that provides store team members with store-level donations data and compares locations to their sales volume and store prototype peers. In addition, our system-led disposition tool provides guidance to team members on what can and cannot be donated. The combination of reporting and new technology led to a 16 percent increase in food donations from 2017 to 2018. Target donated more than 89 million pounds of food—equal to 74 million meals—through our partnership with [Feeding America](#).

We also expanded our organics (compost) recycling program, adding 266 additional stores and distribution and fulfillment facilities for a total of 328 locations.

In 2018, we also established a cross-functional, company-wide team to accelerate sell-through of food and reduce food waste by improving inventory accuracy through forecasting, ordering tools, improved merchandising, fixtures and offering guests discounts on food close to expiration. We implemented a standardized date-label initiative across our owned-brand products, added guest-facing store signage and continued to provide our team members and guests with tools to help them reduce waste.

In addition, work is underway to develop baseline reporting, so that we can measure, improve and report against the CGF commitment. We recognize that we will need to take many partners and use a variety of internal and external data sources to develop a complete food-waste inventory.

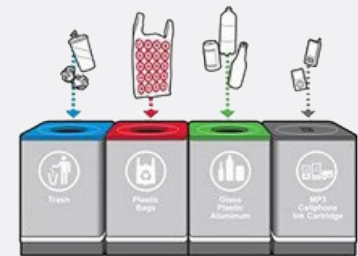
Zero Waste

Tracking trash, donations, recycling and organics programs at the store level continues to be a focus for us in driving execution for waste minimization. In 2018, we conducted 25 waste-stream audits. This was a larger sample of stores than previous years, as we seek to gain greater understanding of what is being sent to landfill.

- Our Waste Minimization team is continuing to test and track a Zero Waste model in our Highland Park store in St. Paul, Minnesota, and using the lessons learned to implement and track new programs. We are also exploring opportunities at different properties and prototypes to test the feasibility of expansion.
- In 2018, we used approximately 500 million plastic hangers in our store. To reduce waste, we have had a sustainable, closed-loop hanger reuse program in operation since 1994. This program reused enough hangers in 2018 to circle the globe five times (130,241 miles, to be exact).



In 2018, we diverted 75.7 percent of our retail waste from landfills through salvage, donations, organics (compost), reuse or recycling, surpassing our goal of 75 percent diversion by 2018.



For years, we have made it easy for guests to recycle materials like plastic bags and bottles (as well as cans, glass, ink cartridges and electronics) at recycling stations at their local Target store. The goal of the program is to extend our company recycling efforts, and so far, the program has kept thousands of tons of recyclable materials out of landfills.




In 2018, we donated 89 million pounds of food, the equivalent of 74 million meals.


Goals

Target strives to drive positive social and environmental change. We regularly engage with internal and external stakeholders to verify we have identified the right targets and actions and how we report on them annually. In 2018, we worked to achieve progress on our existing goals and have added new goals to help serve our Future at Heart strategy.

Goals

Goals & Commitments	2017	2018	Update
 Empower Teams			
Compensation & Benefits			
Pay all team members a minimum hourly wage of at least \$15 by the end of 2020 <i>Baseline (2017): \$11/hour</i>	\$11/hour	\$12/hour	In Progress. In 2017, we shared our commitment to raise our minimum hourly wage to \$15 by the end of 2020. We continued that path in 2018, raising minimum wage to \$12, and then again to \$13 in 2019.
Launch the Target Team Member Giving Fund		\$3.7 million raised \$500,000 disbursed	Achieved. Target's Team Member Giving Fund was launched in June 2018. The Fund helps team members dealing with difficult times, such as unexpected illness, injury, house fire or natural disaster. Team members raised \$1.2 million for the fund in 2018, and Target contributed an additional \$2.5 million.
Talent Retention			
Continue to invest in the team member experience focusing on the programs, benefits and moments that matter most and are in the best interest of our team and our business			Ongoing. We invested in a dedicated team that is focused on team member experience design and delivery, and we are working to elevate key elements of the experience with human-centered design techniques to learn from and apply more broadly in our overall experience.
Continue to invest in training opportunities for team members to develop new skills and experiences at every level of the company			Ongoing. Target continuously invests in its team members to provide the right knowledge, tools and resources for current roles and career development. For more details, please see GRI 404, p. 82 .
Labor Practices			
Enhance the lives of three million people in the factories and surrounding communities where Target's goods are produced by 2020		435,000	In Progress. To help elevate the lives along our supply chain, Target engaged 10 organizations, including Fair Trade USA, HERproject and UNICEF, with a special focus on Bangladesh, Cambodia, China, India, Indonesia and Vietnam. As one example, through our ongoing partnership with Water.org, we invested \$3 million to help families in the communities where our products are made in Bangladesh, Indonesia and India to have more affordable access to clean, drinkable water and sanitation in their homes.

Goals

Goals & Commitments	2017	2018	Update
<p>By 2022, 100 percent of Target's Archer Farms coffee in both bags and pods will be certified sustainable according to the Fair Trade USA standard or an equivalent Baseline (2018): 27.5% of SKUs</p>		<p>27.5% of SKUs</p>	<p>New Goal. This goal, set in partnership with Fair Trade USA's Sustainable Coffee Challenge, builds on work Target has been doing to grow Archer Farms coffee more sustainably. As of 2018, 27.5 percent of Archer Farms coffee in bags and pods was Fair Trade certified.</p> <p>As we launch Good & Gather in the coffee category, our commitment will continue under the new brand.</p>
<p>Workplace Health & Safety</p>			
<p>Enhance worker safety throughout our supply chain</p>			<p>Ongoing. Providing occupational safety for workers within our manufacturing supply chain is a key component of our efforts to improve global livelihoods. Our Standards of Vendor Engagement require that our suppliers provide a safe and healthy working environment that complies with local laws and minimizes occupational hazards.</p> <p>Target was a founding member of the Alliance for Bangladesh Worker Safety in 2013 and continued engagement with the alliance, including a seat on the board of directors, to elevate safety conditions for garment factory workers across Bangladesh through its conclusion in 2018. We are engaged in the transition from the Alliance to Nirapon, a self-regulating model providing factory-building and fire-safety monitoring, oversight and reporting services in Bangladesh for its member brands.</p>
<p>Forced Labor</p>			
<p>Monitor for forced labor throughout our supply chain and take swift action to eliminate it if discovered</p>			<p>Ongoing. We have a responsibility to the people who create our products. We are committed to working with our supply chain and industry experts to help prevent, identify and swiftly eradicate forced labor. Our partnerships include IJM, Verité, Responsible Business Alliance, Impactt and GoodWeave.</p>
<p> Serve Guests</p>			
<p>Chemicals</p>			
<p>Identify and remove all unwanted chemicals from Target owned-brand products and manufacturing, and encourage all supporting industries to incorporate green chemistry principles</p>			<p>In Progress. In 2018, we released our first Restricted Substance List (RSL) and Manufacturing Restricted Substance List (MRSL) for our textiles categories. They can be found publicly on our chemicals website. See below for additional goals related to specific chemicals and product lines.</p>

Goals

Goals & Commitments	2017	2018	Update
<p>Achieve transparency to all ingredients, including generics such as fragrance, in beauty, baby care, personal care and household cleaning formulated products by 2020 <i>Baseline (2017): 6%</i></p>	6%	22%	<p>In Progress. Over the course of 2018, we doubled the number of products for which we can report data. We now have access to screen 76 percent of our in-scope assortment. We know from that screening that at least 22 percent of products meet our transparency goal.</p>
<p>Improve beauty, baby care, personal care and household cleaning product categories by formulating without phthalates, propyl-paraben, butyl-paraben, formaldehyde, formaldehyde-donors or nonylphenol ethoxylates (NPEs) by 2020 <i>Baseline (2017): 7%</i></p>	7%	44%	<p>In Progress. Over the course of 2018, we doubled the number of products for which we can report data. We now have access to screen 76 percent of our in-scope assortment. We know from that screening that at least 44 percent of products meet our formulated essentials chemical management goal.</p>
<p>By the end of 2020, implement an RSL and MRSL for textiles used in all owned-brand products</p>			<p>In Progress. In 2018, we released our first RSL and MRSL for our textiles categories, which can be found publicly on our chemicals website. The first set of products that will undergo testing for compliance with our RSL, with the exception of the perfluorinated chemicals (PFCs) noted in the following goal, will be coming to market in early 2020.</p>
<p>Improve textile products by removing added PFCs from products by 2022</p>			<p>In Progress. In accordance with the release of our RSL, we have removed perfluorooctanoic acid (PFOA)/perfluorooctane sulfonate (PFOS) from apparel products. In 2018, we were able to identify product categories beyond apparel where PFCs exist and will be developing action plans to address these product categories in the coming year. All of this effort is in support of moving to non-PFC chemistries.</p>
<p>Improve textile products by removing added flame retardants that are potential carcinogens or pose harm to guests, workers or communities by 2022</p>			<p>In Progress. In 2018, we were able to improve more than 25 styles of kids' and toddlers' loose-fit sleepwear by developing products that removed potentially harmful flame retardants. These products will be coming to market in fall 2019. We expect that all sleepwear will meet our goal by 2020. Over the past year, we also pursued OEKO-TEX® certification in priority areas like Cat & Jack.</p>

Goals

Goals & Commitments	2017	2018	Update
<p>Invest up to \$5 million in green chemistry innovation by 2022 Baseline (2016): \$0</p>	<p>\$802,440 invested</p>	<p>\$2,494,660 invested</p>	<p>In Progress. In 2018, we opened a request for proposals to address sustainable chemistry innovation. We awarded a range of grants to a total of nine organizations. We are on track with our plan to invest the total \$5 million along a bell curve with lesser dollar amounts in 2017 and 2021 and the bulk of funding in 2018-2020.</p> <p>Full list of grant recipients and project descriptions</p>

Product Quality & Safety

<p>Implement Wellness Product Standards and Wellness icons to provide a common framework for what is considered nutritious, clean, transparent and responsibly sourced across food, beverage, beauty, personal and baby care and household cleaning categories</p>			<p>Exceeded. In 2018, we introduced Wellness icons in food, beverage, formulated beauty, personal and baby care and household cleaning, plus two additional categories: supplements and nutrition and pet food and treats. To learn more about our program and the category-specific product attributes we are tracking, visit www.target.com/wellness.</p>
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<p>By the end of 2018, remove artificial flavors, preservatives, sweeteners and colors from all our owned-brand children's items Baseline (2016): 68%</p>	<p>88%</p>	<p>100%</p>	<p>Achieved. By the end of 2018, we successfully removed artificial flavors, preservatives, sweeteners and colors from 100 percent of our owned-brand children's items.</p>
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Foster Communities

Community Impact

<p>Volunteer one million hours annually</p>	<p>1,096,730 hours</p>	<p>1,089,814 hours</p>	<p>Exceeded. Our team members invest their time and talent across a variety of issue areas and partners that are most relevant to their community. In 2018, a total of 1,089,814 hours were completed by team members.</p>
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<p>Build 100 new soccer play spaces by 2020</p>		<p>29 play spaces completed</p>	<p>In Progress. Target committed \$14 million to youth soccer through two national initiatives, including an \$8 million local grant program and a \$6 million partnership with the U.S. Soccer Foundation.</p> <p>In 2018, 29 mini-pitches were built in Atlanta, Chicago, Houston, Miami, Orlando and Tampa.</p>
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Goals

Goals & Commitments	2017	2018	Update
<p>Continue to invest our philanthropic resources in multicultural communities</p>			<p>Ongoing. In 2018, Target provided more than \$99 million in cash and products to organizations that support underrepresented communities of color within the U.S. This brings our three-year total to \$319 million (2016-2018), which represents more than 50 percent of U.S. donations over the period.</p>
<p> Design Tomorrow</p>			
<p>Climate & Energy</p>			
<p>Reduce the energy intensity per square foot (SF) in our stores by 10 percent by 2020 <i>Baseline (2010): 17.11 kWh/SF</i></p>	<p>5.55% reduction (to 16.16 kWh/SF)</p>	<p>10.95% reduction (to 15.24 kWh/SF)</p>	<p>Exceeded. Our total energy-intensity reduction for 2018 was 10.95 percent, exceeding our goal of 10 percent by 2020. Target will continue to report achievements in energy reduction within our new 2030 science-based carbon-reduction goal.</p>
<p>Introduce hydrofluorocarbon (HFC)-free refrigerants in our food distribution centers and stand-alone refrigerated display cases by 2020 <i>Baseline (2016): 580 locations</i></p>	<p>1,081 stores and all five food distribution centers</p>	<p>1,200+ stores and all five food distribution centers</p>	<p>Achieved. Moving forward, all new and replacement stand-alone equipment that qualifies in this category will be HFC-free. In 2018, Target installed 3,001 new stand-alone refrigerators and freezers that use HFC-free R290 Hydrocarbon as a refrigerant. Target now has 7,687 R290 units, making approximately 41 percent of Target's chain-wide installed base of these assets HFC-free.</p>
<p>Reduce our absolute Scope 1, 2 and 3 GHG emissions by 30 percent below 2017 levels by 2030 <i>Baseline (2017): 81,218,000 MTCO_{2e}</i></p>			<p>New Goal. Setting our Scope 1, 2, and 3 goal in March 2019 places Target among the select U.S. companies with SBTi-approved goals to reduce GHG emissions throughout its supply chain. We will report on our progress in future reports.</p>
<p>Eighty percent of our suppliers will set science-based reduction targets on their Scope 1 and 2 emissions by 2023</p>			<p>New Goal. We will partner with our suppliers to provide training and education on setting their own Scope 1 and 2 targets.</p>

Goals

Goals & Commitments	2017	2018	Update
<p>Source 100 percent of our domestic electricity from renewable sources by 2030</p>		<p>22% renewable electricity powered (6% Target projects, 16% utility grid)</p>	<p>In Progress. We are working toward an initial checkpoint of sourcing 60 percent of our domestic electricity through renewable sources by 2025.</p> <p>Off-Site and Utility Efforts: We signed two new Virtual Power Purchase Agreements for a total of 168 MW of new renewable energy. These projects are in addition to the 40 MW Stephen's Ranch Wind Farm and the 100 MW Solomon Forks Wind Farm under existing agreements.</p> <p>Our participation in green tariff programs expanded in 2018. Adding to our ongoing contracts with Puget Sound Energy and Georgia Power, we joined Xcel Energy's Colorado Renewable*Connect program. This program brought 50 MW of new solar energy onto Colorado's utility grid in early 2019.</p> <p>Industry Partnerships: To advance our goals, Target is a member of industry associations working to increase clean energy access. By pooling our energy demand with other companies in the Renewable Energy Buyers Alliance (REBA) and partnering with electric utilities in the World Resources Institute's Clean Power Council, we are advancing clean energy beyond our own operations and into the communities we serve.</p>
<p>Add solar rooftop panels to 500 of our stores and distribution centers by 2020 <i>Baseline (2014): 104 locations</i></p>	<p>436 locations</p>	<p>470 locations</p>	<p>In Progress. Target installed 34 new solar projects in 2018 to end the year with a total of 470 installations. The 2018 installations included Target's largest solar projects to date: two of our distribution centers in California for a combined total of 4.5 MW of new solar energy. Target is committed to designing for the future, and supporting our communities and solar installations are an important part of that effort. In some cases, Target may generate the solar energy in support of broader clean energy programs and policies, and in those cases, we do not retain the renewable energy credits.</p>
<p>Expand our electric vehicle program to more than 600 parking spaces with charging stations at more than 100 sites across more than 20 states by 2020</p>		<p>200 spaces at 26 sites in seven states</p>	<p>In Progress. With the help of industry experts Tesla, ChargePoint and Electrify America, we are working to accelerate our electric vehicle charging program.</p>
<p>Invest in innovations supporting the transition to a lower-carbon transportation system, including vehicle electrification</p>			<p>Ongoing. Target supports research and development of alternative fuel options in partnership with our carriers to lower carbon emissions within transportation networks we hire.</p>

Goals

Goals & Commitments	2017	2018	Update
Material & Resource Use			
All palm oil in Target's owned-brand food (Market Pantry, Archer Farms, Simply Balanced), personal care (up&up) and household cleaning products (up&up) will be fully traceable and sustainably sourced by 2018 or sooner	37% certified 79% traceable	100% certified 84% traceable	In Progress. In 2018, 100 percent of palm oil in products covered by our commitment was certified sustainable under one of the RSPO's supply chain models—38 percent via RSPO physical certification (Mass Balance or Segregated) and the remainder covered by RSPO PalmTrace credits. Additionally, 84 percent of the palm volume was traced to the importer.
Aim to source all of the wood, paper, paper-based packaging and wood-based fiber used in Target's owned-brand products from forests that are well-managed and credibly certified – and whenever possible, from post-consumer recycled materials			In Progress. Throughout 2018, our forest policy implementation work was focused on getting more factories certified to chain-of-custody standards like FSC, the Sustainable Forestry Initiative (SFI) and the Programme for the Endorsement of Forest Certification (PEFC), with a preference for FSC when available. This is an important step in getting more products that meet our policy requirements.
Source all owned-brand paper-based packaging from sustainably managed forests by 2022 <i>Baseline (2017): 13.9%</i>	13.9%	13.9%	In Progress. In 2018, we continued to engage with suppliers of certified paper-based packaging to determine volumes and availability. The results of this work are starting to roll into stores in 2019 and will continue to build momentum toward our 2022 goal.
Roll out implementation of our forest products policy among our relevant owned brands:			
Spritz by 2018	10%	99.1%	In Progress. In 2018 we accelerated into the finish line for the Spritz brand. Working toward the goal, we utilized FSC certification across all product categories within the brand. We fell just short of meeting the goal primarily due to the availability of FSC-certified materials. Going forward, we will be looking for solutions to fill these final gaps in supply of FSC-certified materials.
up&up, Pillowfort and Cat & Jack by 2020	0%	36%	In Progress. In 2018, we have started to see accelerating progress toward our sustainability goals for the up&up, Pillowfort and Cat & Jack brands. Each brand has unique challenges, but as of the end of 2018, all three have a path to meeting their goal by the end of 2020.
Threshold and Smith & Hawken by 2022	0%	0%	In Progress. While work has not started to track toward this 2022 goal, our work on the 2020 goal brands is helping us understand and meet the challenges that these later brands will face in meeting our forest products policy.

Goals

Goals & Commitments	2017	2018	Update
<p>Source 100 percent sustainable cotton for our owned-brand and exclusive national-brand products by 2022 Baseline (2017): 4,478 tonnes</p>	<p>4,478 tonnes</p>	<p>27,192 tonnes</p>	<p>In Progress. Target is a member of the BCI. BCI Farmers are trained to use water efficiently, reduce use of the most harmful chemicals and implement principles of decent work. Based on a survey of our business partners, in 2018, we sourced 22,592 metric tonnes of cotton as Better Cotton and at least 4,600 metric tonnes of cotton grown in the U.S. by Cotton LEADSSM producers.</p>

Biodiversity

<p>We are committed to enhancing the traceability and sustainability of our shelf-stable tuna and sushi assortments</p>	<p>Ongoing. All of our Simply Balanced shelf-stable tuna met Target's sustainable seafood policy. We continue to work on sushi and the remainder of our shelf-stable tuna assortment. Our fresh and frozen seafood continued to meet our standards for sustainable seafood in 2018.</p>
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<p>Pursue viscose-apparel garment supply chains that are free of ancient and endangered forests, endangered species and controversial sources by 2020</p>	<p>New Goal. In March 2019, Target announced a commitment to the Canopy pledge for regenerated cellulose fibers in our apparel garments. These fibers (like rayon) come from wood pulp and will be held to the same requirements as wood and paper products. The Canopy pledge will align Target with more than 170 brands, retailers and manufacturers in an approach to create broad change in the regenerated cellulose fiber supply chain from forest to fabric.</p>
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Water

<p>Reduce absolute water withdrawal in stores, distribution centers and headquarters locations by 15 percent by 2025 Baseline (2010): 3,394 million gallons</p>	<p>9.9% reduction (to 3,057 million gallons)</p>	<p>13.5% reduction (to 2,934 million gallons)</p>	<p>In Progress. For our U.S. direct operations, including stores, distribution centers and headquarters locations, we are taking action to reduce water scarcity, improve water-quality outcomes and manage stormwater flows. It is important work that will help ensure the communities where we do business have clean, safe water for generations to come. We have implemented different programs across our operations, including retrofitting restrooms with more efficient fixtures, incorporating native landscaping and optimizing irrigation systems through an irrigation-efficiency program. The work we have done optimizing the irrigation systems at 270 stores since 2016 saved more than 40 million gallons of water in 2018. This work won Target the 2018 Irrigation Association Vanguard Award for innovation. We have made significant progress while also helping lead the rest of the retail industry in this space. In 2018, we used 2,934,365,882 gallons of water. This equates to a 13.5 percent reduction from our 2010 usage baseline.</p>
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Goals

Goals & Commitments	2017	2018	Update
Drive sustainable water stewardship in Target owned-brand product design and manufacturing			Ongoing. In 2018, a total of 30 fabric mills in China and Taiwan participated in Clean by Design, realizing at least a 17 percent water savings. We will have more data when the current round concludes in 2019. The results are strong enough that we anticipate more facilities joining over the course of 2019.
Improve water efficiency in textile dyeing and finishing factories located in priority watersheds by 15 percent by 2022			In Progress. In the Vietnam Improvement Project, the 23 participating facilities achieved a 16 percent reduction in water consumption in 2018 from a 2017 baseline. We continue to expand this program to other facilities and priority watersheds.
Design 100 percent of garment-washed owned-brand apparel utilizing water-saving design principles by 2025	14% of washed nondenim SKUs	36% of washed nondenim SKUs	In Progress. We continue to work toward establishing a baseline for denim items but realized an increase in nondenim items in 2018.
By 2025, all owned-brand apparel textile facilities will comply with ZDHC Progressive level wastewater standards			In Progress. In early 2019, we met with our ZDHC partners to develop an implementation plan and road map to achieve this goal by 2025.
Promote sustainable water management in California			New Commitment. As part of Target's commitment to help preserve and protect freshwater resources in the global agricultural supply chain, we will promote sustainable water management in California as an active member of the California Water Action Collaborative and by engaging collectively with other companies to support public policies that advance resilient water solutions through Ceres' Connect the Drops campaign.
Collaborate with suppliers to address soil health issues, improve soil health across corn and soy acres and reduce agricultural runoff in the Mississippi River Basin			New Commitment. As part of Target's commitment to help preserve and protect freshwater resources in the global agricultural supply chain, we will collaborate with suppliers through the Field to Market® Fieldprint Platform to address soil health issues; develop time-bound, measurable goals to improve soil health across corn and soy acres; and ensure progress on water quality is made by reducing agricultural runoff in the Mississippi River Basin.

Goals

Goals & Commitments	2017	2018	Update
<p>Support future development of small grains and cover crops grown in rotation with corn and soybeans</p>			<p>New Commitment. As part of Target's commitment to help preserve and protect freshwater resources in the global agricultural supply chain, we will support future development of small grains and cover crops grown in rotation with corn and soybeans through a collaboration with Practical Farmers of Iowa and Sustainable Food Lab. The project seeks to develop a market solution for climate and water protection in the Corn Belt and engage key supply chain partners on associated feasibility studies.</p>
Waste			
<p>Divert 75 percent of retail waste from landfills by the end of 2018 <i>Baseline (2016): 72.3%</i></p>	74.0%	75.7%	<p>Exceeded. After surpassing the 2020 goal of diverting 70 percent of retail waste from landfills in 2016 and 2017, Target updated its goal to accomplish 75 percent diversion by the end of 2018.</p>
<p>Add the How2Recycle label to all owned-brand packaging by 2020 (where space allows) <i>Baseline (2013): 0 SKUs</i></p>	3,843 SKUs	5,074 SKUs	<p>In Progress. Target continues to make progress on this goal, as we added the label to an additional 1,231 SKUs in 2018. In total, to date we have the How2Recycle label on more than 5,000 owned-brand SKUs.</p>
<p>Support The Recycling Partnership's mission to improve how more than 25 percent of the U.S. population recycles by 2020</p>	16%	22%	<p>In Progress. Since Target joined The Recycling Partnership in 2017, the partnership has provided improved access to recycling and education on how to recycle to an additional 22 percent of Americans.</p>
<p>Invest \$1 million in textile recycling technologies by 2020</p>		\$278,700 invested	<p>In Progress. By the end of 2018, we invested 27.8 percent of the goal.</p>

Goals

Goals & Commitments	2017	2018	Update
<p>Reduce food waste within our own retail and manufacturing operations by 50 percent by 2025 in accordance with commitments as a member of The CGF</p>			<p>In Progress. We are developing baseline reporting and measurement systems. We recognize that we will need to take many partners and use a variety of internal and external data sources to develop a complete food-waste inventory.</p> <p>In the meantime, our work to reduce food waste is underway. We established a cross-functional company-wide team to accelerate sell-through of food and reduce food waste by improving inventory position through forecasting, ordering tools, improved merchandising, fixtures and offering guests discounts on food close to expiration.</p> <p>In 2018, we launched a Food Donations dashboard that provides store team members with store-level donations data and comparisons to their sales volume/store prototype peers. We also introduced a tool that guides team members on what can and cannot be donated. The combination of reporting and new technology led to a 16 percent increase in food donations from 2017 to 2018.</p> <p>We also expanded our organics recovery program, adding 266 additional stores and distribution and fulfillment facilities for a total of 328 locations (325 stores and three headquarters locations).</p> <p>We have implemented a standardized date-label initiative across all owned-brand products and have added community board communications (team member- and guest-facing), huddle topics for store team members, Earth Month engagement and internal communication vehicles to give team members and guests tools to reduce waste.</p>
<p>Product Design</p>			
<p>Design all Target owned-brand apparel for functional durability to last the life cycle of the product by 2020</p>			<p>Ongoing. As part of our commitment to quality, we launched a one-year return policy in 2015 for all our owned-brand general merchandise—a promise to guests that we do not compromise quality to sell products at a value.</p>
<p>Create more demand for recycled packaging by creating three new end markets for recycled materials by 2020</p>			<p>In Progress. Target continues to explore potential end markets that use recycled packaging materials.</p> <p>We included recycled plastic in packaging for our new Everspring brand that launched in April 2019. We are using 100 percent post-consumer recycled content for Everspring room spray, foaming hand soap, liquid hand soap, dish soap and spray cleaning products and 50 percent post-consumer recycled content in laundry bottles. All of the post-consumer recycled plastic is sourced domestically. In total, we estimate we will use almost 700,000 pounds of recycled plastic annually.</p>

Goals

Goals & Commitments	2017	2018	Update
Replace conventional polyester with polyester made from recycled plastic in Target owned-brand apparel, accessories and home products			Ongoing. We continue to expand our use of recycled polyethylene terephthalate (rPET)/recycled polyester across multiple products and categories. The majority is used in Apparel & Accessories and Home & Hardlines. Data for recycled polyester content is available in GRI 301-2 of this report.
Work to eliminate expanded polystyrene from our owned-brand packaging by 2022			In Progress. In 2018, we developed an approach that we plan to roll out in 2020 to build momentum toward our 2022 goal.
Pursue the New Plastics Economy commitment by 2025			<p>New Commitment. Target announced its support of the New Plastics Economy commitment in October 2018. The New Plastics Economy introduces shared aspirations for its members, including:</p> <ul style="list-style-type: none"> • Elimination of problematic or unnecessary plastic packaging through redesign, innovation and new delivery models • Establishing reuse models where relevant, reducing the need for single-use packaging • Use of 100 percent reusable, recyclable or compostable plastic packaging • Plastic packaging free of hazardous chemicals and respecting the health, safety and rights of all people involved • Plastic packaging that is reused, recycled or composted in practice • Fully decoupled use of plastics from the consumption of finite resources <p>Target is working to align our internal goals to help achieve this shared vision of a circular economy.</p>
Procurement Practices			
Transition to only cage-free shell eggs, pending available supply, by 2025		40%	In Progress. Target has committed to transition to selling only cage-free shell eggs by 2025, pending available supply. We continue to work with our suppliers to make progress toward meeting this commitment. As of 2018, 40 percent of the assortment of shell eggs sold was cage free.
Eliminate the use of sow gestation crates by 2022			In Progress. Target has committed to partner only with pork suppliers who do not use sow gestation crates by 2022. We continue to work with our pork suppliers to make progress toward this commitment.

About This Report

Scope

Target's 2019 Corporate Responsibility Report updates stakeholders on our progress against our commitments across the company's global operations.

Unless noted, such as with our manufacturing activities abroad, the goals and other data within the report reflect our U.S. operations. This report was published in September 2019 and reflects our activities and initiatives for our fiscal year ending February 2, 2019, as well as certain subsequent events and initiatives that occurred after the end of fiscal year 2018 and prior to publication. All performance and GRI data, unless otherwise stated, reflects fiscal year 2018 (Jan. 29, 2018-Feb. 2, 2019). It includes forward-looking statements about our business plans, initiatives and objectives. These business plans, initiatives and objectives may change based on subsequent developments. Our last report, the 2018 Target Corporate Responsibility Report, was published in July 2018.

GRI Reporting Standards

This report has been prepared in accordance with the GRI Standards: Core option. We recognize GRI as the most credible standard for reporting on the ESG topics most important to our business and stakeholders.

Report Structure

The structure of this report follows our corporate responsibility strategy pillars: Empower Teams, Serve Guests, Foster Communities and Design Tomorrow. We are reporting against our most [material issues](#) identified during our 2018-19 [stakeholder engagement](#) process. For the purposes of this report, we use the GRI Standards' definition of materiality, which is different than the definition used for filings with the SEC. Issues deemed material for purposes of this report may not be considered material for SEC reporting purposes.

We welcome your feedback on this report. For more information or to provide comments, please contact us at: CorporateResponsibility@Target.com.

Forward-Looking Statements

This report contains forward-looking statements, which are based on our current assumptions and expectations. These statements are typically accompanied by the words "expect," "may," "could," "believe," "would," "might," "anticipates" or similar words. The principle forward-looking statements in this report include our sustainability goals, commitments and programs; our business plans, initiatives and objectives; and our assumptions and expectations. All such forward-looking statements are intended to enjoy the protection of the safe harbor for forward-looking statements contained in the Private Securities Litigation Reform Act of 1995, as amended. Although we believe there is a reasonable basis for the forward-looking statements, our actual results could be materially different. The most important factors that could cause our actual results to differ from our forward-looking statements are set forth in our description of risk factors in Item 1A of our [Form 10-K](#) for the fiscal year ended February 2, 2019, which should be read in conjunction with the forward-looking statements in this report. Forward-looking statements speak only as of the date they are made, and we do not undertake any obligation to update any forward-looking statement.

Materiality Process

[Learn More](#)

Stakeholder Engagement

[Learn More](#)

Goals

[Learn More](#)

For More Information, Contact

CorporateResponsibility@Target.com

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response										
General Disclosures													
GRI 102	Name of the organization	102-1	Target Corporation 2018 10-K: Cover Page										
	Activities, brands, products and services	102-2	Target does not intentionally sell items that are banned in certain markets. 2018 10-K: Business, p. 2										
	Location of headquarters	102-3	2018 10-K: Properties, p. 11										
	Location of operations	102-4 SASB CG-MR-000.A+B	At the end of 2018, Target had 1,844 stores and 40 distribution centers. The total area of stores was 239,581,000 SF. Responsible Sourcing: See Target's Global Factory List 2018 10-K: Business, pp. 3-4, Properties, p. 11										
	Ownership and legal form	102-5	Target Corporation is a publicly held Minnesota corporation that is listed on the New York Stock Exchange. 2018 10-K: Cover Page, Business p. 2										
	Markets served	102-6	2018 10-K: Business, pp. 2-4, Properties, p. 11										
	Scale of the organization	102-7	Total Number of Employees: 2018 10-K: Business, p. 3 Total Number of Operations: 2018 10-K: Business, p. 3, Segment Reporting, p. 61 Net Sales: 2018 10-K: Selected Financial Data, p. 16 Quantity of Products or Services Provided: 2018 10-K: Business, pp. 2-4										
	Information on employees and other workers	102-8	Workforce Diversity Report 2018 10-K: Business, p. 3										
	Supply chain	102-9	The Owned Brand Sourcing team sources Target brand merchandise from all over the world. We source Target brand products from 2,921 registered manufacturing facilities in 49 countries, all of which we require to follow our Standards of Vendor Engagement, which include both social and environmental standards. We continually evaluate the mix of countries from which we source and adjust for many factors, including production quality, social responsibility, capacity, speed to market and pricing. 2018 10-K: Business, pp. 2-3 Standards of Vendor Engagement										
			<p>Number and Location of Registered Manufacturing Facilities Producing Target Brand Merchandise</p> <p>We focus our audits on factories we consider to be at the highest risk for noncompliance.</p> <table border="1"> <thead> <tr> <th>China</th> <th>Southeast Asia</th> <th>The Americas</th> <th>India, Bangladesh, Pakistan, Egypt and Turkey</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>1,442</td> <td>236</td> <td>1,020</td> <td>149</td> <td>74</td> </tr> </tbody> </table>	China	Southeast Asia	The Americas	India, Bangladesh, Pakistan, Egypt and Turkey	Other	1,442	236	1,020	149	74
China	Southeast Asia	The Americas	India, Bangladesh, Pakistan, Egypt and Turkey	Other									
1,442	236	1,020	149	74									
	Significant changes to the organization and its supply chain	102-10	There have been no significant changes to the organization or its supply chain.										
	Precautionary principle or approach	102-11	Target does not have an official policy as it pertains to the precautionary principle. Refer to GRI 102-12 for a list of some of Target's internal and external standards.										

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
General Disclosures			
	External initiatives	102-12	<ul style="list-style-type: none"> AgWater Challenge Animal Welfare Apparel Impact Institute Better Work Canopy Pledge CARE CDP Supply Chain Center for Child Rights and Corporate Social Responsibility (CCR CSR) CGF Chemical Footprint Project Chemicals Policy <ul style="list-style-type: none"> Chemicals Policy: Textiles RSL and MRSL Implementation Guide Clean Air Act Climate Goals Climate Policy <ul style="list-style-type: none"> Announcement of new climate policy and goals Conflict Materials Cotton Policy Deforestation Statement Fashion Industry Charter for Climate Action Fashion Transparency Index Forest Products Policy Freshwater Stewardship Global Fashion Agenda Commitment Green Chemistry & Commerce (GC3) HERProject Higg Index ICTI Ethical Toy Program (IETP) International Justice Mission International Labour Organization Labor and Human Rights Policies LABS Initiative Leadership in Energy and Environment Design (LEED) Nest Nirapon OEKO-TEX® Certified REBA RSPO Seafood Task Force Social & Labor Convergence Project Standards of Vendor Engagement Sustainable Seafood Policy UNICEF Water.org Wellness Product Standards World Resources Institute (WRI) WWF Tiahu Basin Water Stewardship ZDHC
	Membership of association	102-13	Trade Association and Policy-Based Organization Support (Jan. 1 – Dec. 31, 2018)
	Statement from senior decision-maker	102-14	A Message to Our Stakeholders, p. 4
	Key impacts, risks and opportunities	102-15	A Message to Our Stakeholders, p. 4 Materiality, p. 9 2018 10-K: Risk Factors, pp. 5-10
	Values, principles, standards and norms of behavior	102-16	Purpose & Values Code of Ethics Standards of Vendor Engagement Vendor Code of Conduct
	Mechanisms for advice and concerns about ethics	102-17	Code of Ethics
	Governance structure	102-18	Board of Directors Board Committees Corporate Governance Guidelines
	Delegating authority	102-19	<p>The board of directors has delegates oversight responsibility over Target’s corporate responsibility matters to the Nominating and Governance Committee of the board of directors. The Nominative and Governance Committee has the authority to delegate any of its responsibilities to subcommittees of one or more persons, including persons who are not directors. The vice president of Corporate Responsibility and the Corporate Responsibility team work with functional leaders across the company to determine strategies, policies and goals related to corporate responsibility and sustainability and regularly report to and seek input from the Nominating and Governance Committee on those matters, including the review of the annual Corporate Responsibility Report.</p> <p>Nominative and Governance Charter 2019 Proxy Statement: Corporate responsibility and reputation, p. 14</p>
	Executive-level responsibility for economic, environmental and social topics	102-20	<p>The vice president of Corporate Responsibility oversees corporate responsibility across Target. This role reports to Rick Gomez, executive vice president and chief marketing officer at Target, who is a member of the executive leadership team. They regularly report to and seek input from the Nominating and Governance Committee of the board on corporate responsibility matters.</p>
	Consulting stakeholders on economic, environmental and social topics	102-21	<p>We have ongoing relationships with community leaders, government agencies and NGOs that help us understand the most pressing issues facing our communities and the world. They also influence how we support our team members and guests.</p> <p>Read more about the organizations we engage with and how we are responding to key topics and concerns. Stakeholder Engagement, p. 11 Stakeholder Engagement 2019 Proxy Statement: Corporate responsibility and reputation, p. 14; Business ethics and conduct, p. 16 and Communications with directors and shareholder outreach, p. 16</p>

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
General Disclosures			
	Composition of the highest governance body and its committees	102-22	ESG Governance, p. 12 2019 Proxy Statement: Our directors, p. 8; Board leadership structure, p. 9; Committees, p. 10 and Committee composition and leadership, p. 12 Board of Directors Board Committees
	Chair of the highest governance body	102-23	2018 10-K: Executive Officers, p. 13 2019 Proxy Statement: Board leadership structure, p. 9
	Nominating and selecting the highest governance body	102-24	2019 Proxy Statement: Election of directors, p. 17
	Conflicts of interest	102-25	2019 Proxy Statement: Director independence, p.15; Policy on transactions with related persons, p. 15; Business ethics and conduct, p.16 Code of Ethics Corporate Governance Guidelines, p. 9
	Role of highest governance body in setting purpose, values and strategy	102-26	<p>Target recognizes that environmental, social and governance issues are of increasing importance to many investors. Corporate responsibility is an enterprise-wide commitment informed by and integrated into our business strategy. The board retains oversight responsibility over the corporation's overall risks, with an emphasis on strategic risks. The board has delegated oversight responsibility over the corporation's corporate responsibility matters to the Nominating and Governance Committee of the board of directors. The vice president of Corporate Responsibility and the Corporate Responsibility team work with functional leaders across the company to determine strategies, policies and goals related to corporate responsibility and sustainability and regularly report to and seek input from the Nominating and Governance Committee on those matters, including review of the annual Corporate Responsibility Report.</p> <p>2019 Proxy Statement: Risk oversight, p. 12; Corporate responsibility and reputation, p. 14 Nominating and Governance Charter</p>
	Collective knowledge of highest governance body	102-27	Typically, Target's vice president of Corporate Responsibility presents to the Nominating and Governance Committee semiannually on corporate responsibility-related topics. Additionally, new directors participate in an orientation program that includes discussions with senior management; background materials on the corporation's plans; and organization and financial statements, including corporate responsibility priorities and progress.
	Evaluating the highest governance body's performance	102-28	<p>The Nominating and Governance Committee, in consultation with the lead independent director, annually leads the performance review of the corporation's board of directors and its committees. In 2018, the board of directors self-evaluation involved a survey completed by each director about the board of directors and the committees on which the director served, followed by individual interviews seeking each director's candid feedback. Following completion of the interviews, the results were discussed by the full board of directors and each committee. In 2018, the board of directors self-evaluation was administered by the corporate secretary's office. The annual self-evaluation has periodically been conducted by a third-party consultant, as appropriate.</p> <p>The self-evaluation process seeks to obtain each director's assessment of the effectiveness of the board of directors, the committees and their leadership, board of directors and committee composition and board of directors/management dynamics. In addition, as part of the self-evaluation process, the board of directors evaluates individual director performance through questions in the survey focused on obtaining candid feedback on individual directors and through the individual interview process.</p> <p>The Nominating and Governance Committee regularly reviews the corporation's core corporate governance practices and prevailing best practices, emerging practices and evolving topics as indicated by shareholder outreach, current literature and corporate governance organizations.</p> <p>2019 Proxy Statement: Board evaluations and refreshment, p.18 Corporate Governance Guidelines: Board Recruitment, Evaluations and Refreshment</p>

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
General Disclosures			
	Effectiveness of risk management processes	102-30	2019 Proxy Statement: Board risk & compliance committee, p. 11 ; Risk oversight, p. 12 ; Communications with directors and shareholder outreach, p. 16
	Review of economic, environmental and social topics	102-31	The board of directors' review of environmental and social topics is obtained through the updates it receives from the Nominating and Governance Committee. The Nominating and Governance Committee reviews environmental and social topics at least semiannually. This happens independently of our financial reporting process, which includes economic topics, and is overseen throughout the year by the Audit and Finance Committee, which provides regular reports to the board of directors.
	Highest governance body's role in sustainability reporting	102-32	The vice president of Corporate Responsibility at Target is responsible for monitoring and managing the organization's sustainability performance, providing final review of the sustainability report with the support of key executives across the company and ensuring that all appropriate topics are covered. Prior to publication, the Nominating and Governance Committee of the board of directors reviews the annual Corporate Responsibility Report.
	Communicating critical concerns	102-33	There are multiple methods for communicating critical concerns to the board of directors, including through Target's CEO, who also serves as chairman of the board. Shareholders and other interested parties can also communicate critical concerns with any individual director or group of directors via mail or email, a process managed by the board's Corporate Secretary. 2019 Proxy Statement: Business ethics and conduct, p. 16 ; Communications with directors and shareholder outreach, p. 16 Corporate Governance Guidelines Code of Ethics
	Remuneration policies	102-35	2019 Proxy Statement: Human resources & compensation committee report, p. 32 , Compensation discussion and analysis and compensation tables, p. 32
	Process for determining remuneration	102-36	2019 Proxy Statement: Compensation discussion and analysis p. 32
	Stakeholders' involvement in remuneration	102-37	2019 Proxy Statement: Communications with directors and shareholder outreach, p. 16 ; Shareholder support for our 2018 advisory vote on executive compensation and shareholder outreach program, p. 33
	List of stakeholder groups	102-40	Stakeholder Engagement, p. 11 Stakeholder Engagement
	Collective bargaining agreements	102-41	No Target team members are currently covered by terms of collective bargaining agreements.
	Identifying and selecting stakeholders	102-42	Stakeholder Engagement, p. 11 Stakeholder Engagement
	Approach to stakeholder engagement	102-43	Engaging with our stakeholders and listening to their ideas, concerns and perspectives is vital to the success of our business. We aim for meaningful dialogue with stakeholders, and we initiate conversations with and respond to stakeholders in formal and informal ways every day across the company, throughout our communities and across a variety of different channels. In addition, we periodically engage a third party to complete confidential interviews with key stakeholders to gather specific feedback around Target's overall reputation and efforts related to our corporate responsibility focus areas. Stakeholder Engagement, p. 11 Stakeholder Engagement

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
General Disclosures			
	Key topics and concerns raised	102-44	We have ongoing relationships with community leaders, government agencies, civil society organizations, investors and vendors that help us understand the most pressing issues facing our communities and the world. They also influence how we support our team members and guests. Stakeholder Engagement, p. 11 Stakeholder Engagement
	Entities included in the consolidated financial statements	102-45	Target's List of Significant Subsidiaries
	Defining report content and topic boundaries	102-46	Target publishes a Corporate Responsibility Report annually. A Message to Our Stakeholders, p. 4 Materiality, p. 9 About This Report, p. 60
	List of material topics	102-47	Materiality, p. 9
	Restatements of information	102-48	Target has no restatements of information to report for 2018.
	Changes in reporting	102-49	Following an updated materiality assessment, our list of material topics has been updated, as identified in the Materiality section of this report. Any changes in boundary are noted for specific topics in this index. Materiality, p. 9
	Reporting period	102-50	About This Report, p. 60
	Date of most recent report	102-51	About This Report, p. 60
	Reporting cycle	102-52	About This Report, p. 60
	Contact point for questions regarding the report	102-53	CorporateResponsibility@Target.com
	Claims of reporting in accordance with the GRI Standards	102-54	About This Report, p. 60
	GRI content index	102-55	GRI Standards Content Index, p. 61
	External assurance	102-56	Some of our environmental data is assured. It is noted in this index with an asterisk (*) where relevant. We did not seek external assurance for the remainder of this report.

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Economic Performance			
GRI 201: Economic Performance	Management Approach	103-1 103-2 103-3	Learn more about Target's management approach to economic material issues in our 2018 10-K: Management's Discussion and Analysis of Financial Condition and Results of Operations, pp. 17-31, Risk Factors, pp. 5-10.
	Direct economic value generated and distributed	201-1	2018 10-K: Selected Financial Data, p. 16 and Consolidated Statements of Operations p. 35
	Financial implications and other risks and opportunities due to climate change	201-2	Target CDP Response: Climate Change Target CDP Response: Forest Target CDP Response: Water
	Defined benefit plan obligations and other retirement plans	201-3	2018 10-K: Defined Contribution Plans, pp. 58-62
	Financial assistance received from government	201-4	Target receives government assistance in the form of statutory and project-specific incentives, which may include tax credits.
Indirect Economic Impacts			
GRI 203: Indirect Economic Impacts	Management Approach	103-1	Economic Opportunity
		103-2	Central to our approach to supporting Diversity & Inclusion across Target, we develop relationships with and expand opportunities for diverse suppliers.
		103-3	In 2018: <ul style="list-style-type: none"> • Number of diverse suppliers: 536 • New diverse suppliers: 114 • First-tier spending with diverse suppliers: \$1,411,955,735 • Second-tier spending with diverse suppliers: \$819,227,453 • Spending with diverse suppliers: 35 percent increase over 2017 • Percentage of diverse supplier bid inclusion: 32.8 percent Diversifying Our Pipeline, p. 31 <p>Employment</p> <p>Our team is one of our differentiators, bringing our purpose to life for our guests through our shopping experience and our deep connection to communities. As the marketplace becomes more competitive, the significant investment we are making in our team is helping to set Target apart. Just as we support the health and livelihood of our team members, we continue to invest in improving the lives of those who create our products through strategic partnerships and programs designed to engage manufacturing supply chain workers and communities, with an emphasis on empowering women so they can help support their families.</p> Economic Attainment & Well-Being, p. 17 Global Livelihoods, p. 22

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response										
Indirect Economic Impacts													
	Infrastructure investments and Services supported	203-1	<p>Total amount donated through Target and Target Foundation in 2018: \$204 million</p> <ul style="list-style-type: none"> • Amount provided in cash: \$64 million • Value of in-kind donations: \$140 million (In-kind donations include food donations made to Feeding America affiliates.) <ul style="list-style-type: none"> • Food donations: 89.2 million pounds or 74.3 million meals • Amount provided to organizations that support underrepresented communities: \$99 million <p>Additional contributions in 2018</p> <ul style="list-style-type: none"> • Total number of volunteer hours: 1,089,814 • Team member participation in the Employee Giving Campaign: 93 percent • Total donated to the United Way and other organizations our team members support: \$11.6 million (of which team members donated approximately \$10.3 million) <p>Total Giving Amount (Cash and In-Kind)</p> <table border="1"> <thead> <tr> <th>2014</th> <th>2015</th> <th>2016</th> <th>2017</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>\$244 million</td> <td>\$216 million</td> <td>\$210 million</td> <td>\$217 million</td> <td>\$204 million</td> </tr> </tbody> </table> <p>All our stores and distribution centers have community giving and volunteerism funds to use in their local communities. In 2018:</p> <ul style="list-style-type: none"> • A total of 91 percent, or \$186 million, of our donations went to local community programs and organizations. • A total of \$2.9 million went to disaster preparedness and response. <p>Disaster Preparedness and Response</p>	2014	2015	2016	2017	2018	\$244 million	\$216 million	\$210 million	\$217 million	\$204 million
2014	2015	2016	2017	2018									
\$244 million	\$216 million	\$210 million	\$217 million	\$204 million									
	Significant indirect economic impacts	203-2	UN SDGs, p. 13										
Procurement Practices													
GRI 204: Procurement Practices	Management Approach	103-1 103-2 103-3	<p>Procurement Practices</p> <p>Please refer to GRI 412 for our management approach to supplier environmental and social compliance and GRI 301 for our management approach to sourcing materials.</p> <p>Animal Welfare, p. 43 Procurement Practices Goals, p. 59 Food, Animal Welfare & Antibiotics Policies</p>										
	Proportion of spending on local suppliers	204-1	<p>Percentage of the procurement budget used for significant locations of operation spent on suppliers local to that operation (such as percentage of products and services purchased locally): 4.2 percent</p> <p>For local supplier procurement, we define "local" as being within Minnesota and three counties in Western Wisconsin (Polk, St. Croix and Pierce counties).</p>										
Anti-Corruption													
GRI 205: Anti-Corruption	Management Approach	103-1 103-2 103-3	Code of Ethics										
	Operations assessed for risks related to corruption	205-1	<p>Target is committed to conducting business in an ethical manner. Target's Code of Ethics provides anti-corruption guidance to our teams. Team members are expected to understand and follow these guidelines.</p> <p>Code of Ethics</p>										

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response										
Anti-Corruption													
	Communication and training about anti-corruption policies and procedures	205-2	<p>Target is committed to conducting business in an ethical manner. Target's Code of Ethics provides anti-corruption guidance to our teams. Team members are expected to understand and follow these guidelines.</p> <p>Target's annual ethics and compliance training is one of the ways Target ensures every team member knows what is expected of them. Team members are required to complete ethics and compliance trainings, which are assigned based on the team member's role. In addition, compliance content is embedded in process training provided to store and distribution center team members.</p> <p>2018 Ethics Trainings:</p> <ul style="list-style-type: none"> • Business ethics and integrity: 6,470 hours • Role-specific anti-bribery: 780 hours <p>Code of Ethics</p>										
Materials													
GRI 301: Materials	Management Approach	103-1 103-2 103-3 SASB CG-MR-410a.2	<p>Material & Resource Use</p> <p>Target's sustainable sourcing policies for palm oil, forest products, paper-based packaging and cotton seek to ensure that we source raw materials in a manner that supports the communities and ecosystems that supply them.</p> <p><i>Cotton</i> As we work to implement our Sustainable Sourcing Policy for Cotton Products, Target is championing responsibly grown and harvested cotton through our partnership with the BCI. Cotton, p. 41 Cotton Goal, p. 55 Cotton Policy</p> <p><i>Forest Products</i> We are working to implement our Responsible Sourcing Policy on Forest Products in our owned-brand paper-based materials, furniture, rayon (used in apparel) and packaging. Forest Products, p. 41 Forest Product Goals, p. 54 Deforestation</p> <p><i>Palm Oil</i> Palm plantations are a significant source of deforestation. Together with our partner, Proforest, Target engaged with vendors to trace and sustainably source palm oil used in our owned-brand food, personal care, and household cleaning products covered by our 2018 commitment.</p> <p>By the end of 2018, 38 percent of palm oil used in these product categories was certified sustainable via RSPO physical certification (mass balance or segregated), and the remaining 62 percent was covered by RSPO PalmTrace credits. Additionally, 84 percent of the palm volume was traced to the importer.</p> <table border="1"> <thead> <tr> <th>Total Volume Sourced for Owned Brands in 2018 Commitment (metric tonnes)</th> <th>2018</th> </tr> </thead> <tbody> <tr> <td>Crude palm oil</td> <td>1,378</td> </tr> <tr> <td>Palm kernel oil</td> <td>410</td> </tr> <tr> <td>Other palm oil derivatives and fractions</td> <td>426</td> </tr> <tr> <td>Total</td> <td>2,214</td> </tr> </tbody> </table>	Total Volume Sourced for Owned Brands in 2018 Commitment (metric tonnes)	2018	Crude palm oil	1,378	Palm kernel oil	410	Other palm oil derivatives and fractions	426	Total	2,214
Total Volume Sourced for Owned Brands in 2018 Commitment (metric tonnes)	2018												
Crude palm oil	1,378												
Palm kernel oil	410												
Other palm oil derivatives and fractions	426												
Total	2,214												

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Materials			

Total Volume Certified for Owned Brands in 2018 Commitment (metric tonnes)	2018
Book and claim	1,364
Mass balance	821
Segregated	29
Identity preserved	0
Total	2,214

[Sustainable Palm Oil, p. 42](#) | [Palm Oil Goal, p. 54](#) | [Updated Palm Oil Commitment](#)

Coffee

Target has joined the Sustainable Coffee Challenge in partnership with Fair Trade USA, committing to sustainably source our Archer Farms coffee in both bags and pods.

[Coffee Goal, p. 49](#)

Seafood

We have worked hand in hand with our partner [FishWise](#), trusted vendors and other stakeholders to confirm 100 percent of our fresh and frozen seafood is Seafood Watch green or yellow rated, certified to an environmental standard deemed equivalent to Seafood Watch yellow rating or better or sourced from a credible time-bound improvement process. We have expanded our policy to address our sourcing of sushi and shelf-stable tuna.

[Sustainable Seafood, p. 43](#) | [Seafood Goal, p. 55](#) | [Seafood Policy](#)

Chemicals

Target seeks to identify and remove specific chemicals from priority-category products and manufacturing and encourage all supporting industries to incorporate green chemistry principles. As part of this effort, we leverage strategies seeking industry-leading transparency, chemicals selection and management processes and investments in green chemistry innovation. We prioritize the areas guests tell us are most important to them—such as products that go in, on and around their bodies.

In formulated essentials and beauty products, we are working toward greater transparency to ingredients every day and have doubled the number of products for which we can report data over the course of 2018. Our introduction of Target Clean in 2019 helps our guests find the products without chemical ingredients they may be seeking to avoid for themselves and their families.

In textiles, we continue to work with our supply chain partners to drive to better chemical selection for products and processes. Our published RSL is a starting point for this journey and will help us iterate, learn and advance our efforts in our complex supply chain.

To help move the industry forward, we also collaborate with key partners and through external initiatives, such as the Chemical Footprint Project, MaterialWise's Safer Alternatives program, the Beauty and Personal Care Product Sustainability Rating System (launched in collaboration with Forum for the Future and The Sustainability Consortium), the ZDHC Roadmap to Zero Programme and Apparel Impact Institute's Clean by Design program.

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																																			
Materials																																						
			Managing Chemicals Across Our Business, p. 26 Responsible Resource Use, p. 40 Chemicals Goals, p. 49 Chemical Policy RSL in Textiles 2018 Green Chemistry & Safer Alternatives Innovation Grand Recipients																																			
	Recycled input materials used	301-2	<p>Through our increased sourcing of recycled polyester, we are contributing to an increased demand for recycled plastic. In 2018, we consumed the following amount of recycled polyester:</p> <ul style="list-style-type: none"> • Apparel & Accessories: 7,000 tons • Home & Hardlines: 13,000 tons • Total: 20,000 tons <p>Target's stated recycled polyester consumption is calculated using product-level fiber-consumption data and merchandise-purchase data current at the time of this report's compilation. In the process of aggregating data to the corporate level, calculations (e.g., average sizing dimensions, average unit retail, finished product consumption, etc.) were used to closely reflect dynamic business factors and represent recycled polyester consumption as accurately as possible with available business data.</p> <p>Please note: Reporting on recycled polyester shifted from GRI 301-1 to GRI 301-2 to better align with the standards.</p>																																			
Energy																																						
GRI 302: Energy	Management Approach	103-1 103-2 103-3	<p>To combat the impacts of climate change and run our business more sustainably, we aim to reduce our GHG emissions and increase the energy efficiency of our and our suppliers' operations.</p> <p>Sustainable Operations, p. 38 GRI 305: Emissions, Climate and Energy, p. 74 Target CDP Response: Climate Change</p>																																			
	Energy consumption within the organization	302-1 SASB CG-MR-130a.1	<p>Domestic Energy Consumption*:</p> <ul style="list-style-type: none"> • Electricity (location): 15,041,760 gigajoules (GJ) • Heating (natural gas and propane): 4,801,851 GJ • Cooling (chilled water): 1,520,450 GJ • Steam: 53,753 GJ <p>Total Energy Consumption (Renewable/Nonrenewable):* 21,417,813 GJ Standards, methodologies, assumption and/or calculation tools used: Utility bill usage data</p> <p>Corporate Emissions Calculations Data</p> <table border="1"> <thead> <tr> <th colspan="5">Direct Energy Use</th> </tr> <tr> <th>Nonrenewable</th> <th>Activity Data</th> <th>Units</th> <th>Conversion Factor</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>Natural Gas</td> <td>45,245,667</td> <td>Therms</td> <td>0.1055</td> <td>4,773,418</td> </tr> <tr> <td>Propane</td> <td>295,257</td> <td>Gallons</td> <td>0.0963</td> <td>28,433</td> </tr> <tr> <td>Stationary Diesel</td> <td>277,114</td> <td>Gallons</td> <td>0.138</td> <td>38,242</td> </tr> <tr> <td>Mobile Diesel</td> <td>3,523,628</td> <td>Gallons</td> <td>0.138</td> <td>486,261</td> </tr> <tr> <td colspan="4">Direct Energy Use TOTAL</td> <td>5,326,354</td> </tr> </tbody> </table>	Direct Energy Use					Nonrenewable	Activity Data	Units	Conversion Factor	GJ	Natural Gas	45,245,667	Therms	0.1055	4,773,418	Propane	295,257	Gallons	0.0963	28,433	Stationary Diesel	277,114	Gallons	0.138	38,242	Mobile Diesel	3,523,628	Gallons	0.138	486,261	Direct Energy Use TOTAL				5,326,354
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GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Energy			

Indirect Energy Use				
Nonrenewable	Activity Data	Units	Conversion Factor	GJ
Grid Electricity	3,245,454	MWh	3.600	11,683,633
Cooling (Chilled Water)	1,441,185	MMBtu	1.055	1,520,450
Steam	50,950	MMBtu	1.055	53,753
Nonrenewable TOTAL				13,257,835
Renewable	Activity Data	Units	Conversion Factor	GJ
Solar	105,938	MWh	3.600	381,377
Off-Site Wind	143,208	MWh	3.600	515,549
Grid Electricity	683,667	MWh	3.600	2,461,201
Renewable TOTAL				3,358,127
Indirect Energy Use TOTAL				16,615,963

- Renewable electricity includes renewable energy credits from Target's on-site and off-site projects as well as electricity that we receive from renewable energy generation serving the electric grids where Target facilities are located. Data sources include: Target's 2018 fiscal year electricity consumption data, Target's 2018 renewable energy credits, and the U.S. Energy Information Administration's Annual Energy Outlook (February 2019) data on renewable electricity generation in the U.S.
- Solar is for total 2018 production where renewable energy certificates (RECs) have been held or retained.
- Off-site wind is for total 2018 production.

**Data has been independently assured.*

Off-Site Renewable Electricity Efforts

In pursuit of our commitment to sourcing 100 percent of our electricity from renewable sources, our latest renewable power purchase agreements will help enable the construction of important sources like the Lone Tree Wind Project in Illinois with Leeward Renewable Energy, LLC, and Sand Fork Solar in Texas with ENGIE. Together, they are estimated to generate approximately 556,000 MWh of renewable electricity—the equivalent of 280 Target stores annually throughout the U.S. Both projects will begin generating clean energy in 2021. These projects come three years after we kicked off our first wind power partnership in Lubbock, Texas. And in summer 2019, we expect another project to come online—the Solomon Forks Wind Project near Colby, Kansas, which we contracted in 2017 for approximately 420,000 MWh of wind energy.

Our participation in green tariff programs expanded in 2018, adding Xcel Energy's Colorado Renewable*Connect program to our ongoing contracts with Puget Sound Energy and Georgia Power. Green tariff programs, also known as renewable energy purchasing programs, let us finance and purchase green energy through local utilities. Through the Renewable*Connect program, Target joined other customers to construct 50 MW of solar panels in Colorado, which started producing energy in 2019.

GreenChill Partnership Results

- This resulted in 14.2 percent corporate emissions rate for Environmental Protection Agency (EPA)-applicable refrigeration systems containing greater than 50 pounds.
- A total of 62,825 pounds of ODS R-22 refrigerant was removed via gas conversions in 2018 and replaced with lower global warming potential (GWP) HFO-blend alternatives.
- Natural R-290 hydrocarbon refrigerant was named as the new standard for all stand-alone systems under 2,200 British thermal units per hour (BTUH).
- Natural CO₂ cascade systems are the primary new market solution for prototypical large-format stores.
- Target also installed two HFC-free transcritical CO₂ systems in California and Minnesota, evaluating overall efficiency, reliability and total cost of ownership for each asset.

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																									
Energy																												
	Energy Intensity	302-3	<ul style="list-style-type: none"> Energy intensity ratio: 15.24 Organization-specific metric (the ratio denominator) chosen to calculate the ratio: kWh/SF (stores) Types of energy included in the intensity ratio: Electricity The ratio uses energy consumed within the organization. 																									
		302-4	<p>Reductions in Energy Consumption</p> <p>Energy Efficiency and Conservation Projects (U.S.)</p> <table border="1"> <thead> <tr> <th>Improvement</th> <th>Activity Data</th> <th>Units</th> <th>Conversion Factor</th> <th>GJ</th> </tr> </thead> <tbody> <tr> <td>2018 Sales Floor LED (695 stores)</td> <td>168,280</td> <td>MWh</td> <td>3.6</td> <td>605,808</td> </tr> <tr> <td>Parking Lot LED (110 stores)</td> <td>7,498</td> <td>MWh</td> <td>3.6</td> <td>26,993</td> </tr> <tr> <td>Backroom LED (40 stores)</td> <td>2,673</td> <td>MWh</td> <td>3.6</td> <td>9,623</td> </tr> <tr> <td>TOTAL Energy Consumption Reduction</td> <td>178,451</td> <td>MWh</td> <td></td> <td>642,424</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Types of energy included in the reductions: Electric, heating, cooling Basis for calculating reductions in energy consumption such as base year or baseline: Annual value (2018 fiscal year) <p>Engineering calculations based on MWh reductions converted into GJ</p> <p>Sustainable Operations</p>	Improvement	Activity Data	Units	Conversion Factor	GJ	2018 Sales Floor LED (695 stores)	168,280	MWh	3.6	605,808	Parking Lot LED (110 stores)	7,498	MWh	3.6	26,993	Backroom LED (40 stores)	2,673	MWh	3.6	9,623	TOTAL Energy Consumption Reduction	178,451	MWh		642,424
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Water & Effluents																												
GRI 303: Water & Effluents	Management Approach	103-1 103-2 103-3	<p>Water</p> <p>Water is important to the success of our business operations, from our supply chains to our stores and the communities within which we operate. We are working to improve water efficiency in our raw material and manufacturing supply chains, in our own operations and in the communities where we operate. We collaborate with third parties to better understand our impacts and amplify our efforts, including the WWF, Ceres' Connect the Drops campaign, the AgWater Challenge, BCI, ZDHC, Conserva Irrigation and Water.org.</p> <p>Target CDP Response: Water</p>																									
	Interactions with water as a shared resource	303-1	<p>For our U.S. direct operations, including stores, distribution centers and headquarters locations, we are taking action to reduce water scarcity, improve water quality outcomes and manage stormwater flows.</p> <p>All of our buildings' water is supplied via municipal systems, and a small percentage of our buildings (less than 1 percent) directly withdraw water via water wells for irrigation. Our water is discharged to municipal systems. We are not aware of any water sources significantly impacted by our withdrawal of water. Our approach is to achieve milestones in our business by minimizing our water withdrawals. Also, in 2018, Target became a member of Ceres' Connect the Drops campaign and the California Water Action Collaborative.</p> <p>We are currently working to understand Target's position on water quality within our U.S. building operations.</p> <p>Due to significant changes in the disclosure and guidance, we are not able to fully report on this indicator at this time and will continue to monitor our actions and processes with the possibility of reporting on this in the future.</p>																									

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Water & Effluents			
	Management of water discharge-related impacts	303-2	<p>We are currently developing Target's position on water quality within our U.S. building operations.</p> <p>Due to significant changes in the disclosure and guidance, we are not able to report on this indicator at this time and will continue to monitor our actions and processes with the possibility of reporting on this in the future.</p>
	Water withdrawal	303-3	<p>For our U.S. direct operations, including stores, distribution centers and headquarters locations, our buildings' water is supplied via municipal systems, and a small percentage of our buildings (less than 1 percent) directly withdraw water via water wells for irrigation. At this time, Target does not track water use by withdrawal at the handful of locations that utilize well water. For 2018, Target's water withdrawal from third-party water suppliers was 11,107 ML. Our water withdrawals from areas with water stress, using WRI baseline water stress characterizations as high or extremely high, was 5,701 ML for 2018.</p> <p>Due to significant changes in the disclosure and guidance, we are not able to fully report on this indicator at this time and will continue to monitor our actions and processes with the possibility of reporting on this in the future.</p> <p>Target CDP Response: Water</p>
	Water discharge	303-4	<p>Our withdrawn water is discharged to municipal systems for treatment; however, at this time, Target does not track the amount of water discharged.</p> <p>Due to significant changes in the disclosure and guidance, we are not able to fully report on this indicator at this time and will continue to monitor our actions and processes with the possibility of reporting on this in the future.</p>
	Water consumption	303-5	<p>Although Target measures and tracks our usage amounts, we do not measure our discharge volumes, and, therefore, cannot quantify our net consumption. However, most of Target's water usage indoors is discharged directly to the sanitary sewer system except for some water used in our food and beverage operations.</p> <p>Due to significant changes in the disclosure and guidance, we are not able to fully report on this indicator at this time and will continue to monitor our actions and processes with the possibility of reporting on this in the future.</p>
Biodiversity			
GRI 304: Biodiversity	Management Approach	103-1 103-2 103-3	<p>Biodiversity</p> <p>Target values the richness of our natural world and seeks to protect biodiversity impacted by our operations, primarily through responsibly sourcing materials for our owned-brand products. To date, our work related to biodiversity has focused on reducing deforestation in our supply chain for palm oil and wood-based materials. We will evaluate other high-risk commodities as relevant, including soy, leather and rubber.</p> <p>We recognize as well that forests are not the only ecosystem under threat from commodity production and are working to identify how and where conversion of other types of natural habitat, like grasslands and savannahs, touches our supply chain. We have joined the U.S. Roundtable for Sustainable Beef (USRSB), and when the USRSB's Sustainability Assessment Guidelines are finalized in 2019, we will begin reporting on our performance across indicators in four categories: animals, people, planet and profit.</p> <p>Other aspects of our work on protecting biodiversity include collaborations with Field to Market®, Practical Farmers of Iowa and Sustainable Food Lab on soil health, sourcing sustainably farmed or caught seafood in partnership with FishWise and managing the use of neonicotinoid pesticides in landscaping on Target properties to protect pollinators. In 2018, we set out to understand where neonicotinoid insecticides are used on our grounds and landscaping. As of 2019, we require vendors that use neonics on Target's properties to document the specific neonic used, reason for use, type of application and the Target location. We look to these data as the basis for ongoing work to develop best practices to manage neonic use.</p> <p>Please also see Material & Resource Use (GRI 301) and Water (GRI 303).</p> <p>Raw Materials, p. 41 Water, p. 40 Sustainable Seafood, p. 43 Planet Deforestation Target CDP Response: Forests</p>

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																
Biodiversity																			
	International Union for Conservation of Nature and Natural Resources (IUCN) Red List species and national conservation list species with habitats in affected areas by operation	304-4	To the best of our knowledge, Target does not adversely affect the well-being of endangered species because stores and supporting facilities are not constructed in critical habitat areas. Constructed wetlands and ponds have the potential to become habitats for endangered species or stopover points for migratory birds. Target does not have data for these types of environments at this time.																
Emissions																			
GRI 305: Emissions	Management Approach	103-1	Climate & Energy Target is committed to taking action to combat climate change and its impacts. We have pledged to reduce our Scope 1, 2 and 3 carbon emissions by 30 percent below 2017 levels by 2030, in accordance with the SBTi . To reach our goal, we are engaging our supply chain, where 96 percent of our GHG emissions originate, to cause 80 percent of our suppliers to set science-based reduction targets on their Scope 1 and 2 emissions by 2023. Climate & Energy, p. 37 Climate Goals, p. 52 Target CDP Response: Climate Change																
		103-2																	
		103-3																	
	Direct (Scope 1) GHG emissions	305-1	<table border="1"> <thead> <tr> <th colspan="2">Domestic GHG Emissions: Scope 1 – Direct Emissions*</th> </tr> <tr> <th></th> <th>Emissions (MTCO₂e)</th> </tr> </thead> <tbody> <tr> <td>Natural Gas</td> <td>240,740</td> </tr> <tr> <td>Propane</td> <td>1,739</td> </tr> <tr> <td>Stationary Diesel</td> <td>2,846</td> </tr> <tr> <td>Mobile Diesel</td> <td>35,996</td> </tr> <tr> <td>Refrigerants</td> <td>474,163</td> </tr> <tr> <td>TOTAL (Scope 1)</td> <td>755,484</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Gases included in the calculation: CO₂, CH₄, N₂O, HFCs • Biogenic CO₂ emissions in metric tonnes of CO₂ equivalent separately from the gross direct GHG emissions: 0 • Source of the emission factors and the GWP rates used: AR4 Emission Factors; 2017-TCR-Default-EF-March-2017 • Chosen consolidation approach for emissions: Operational Control <p>Standards, methodologies and assumptions used: AR4 Emission Factors; 2017-TCR-Default-EF-March-2017</p>	Domestic GHG Emissions: Scope 1 – Direct Emissions*			Emissions (MTCO₂e)	Natural Gas	240,740	Propane	1,739	Stationary Diesel	2,846	Mobile Diesel	35,996	Refrigerants	474,163	TOTAL (Scope 1)	755,484
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GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																																																			
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	Indirect (Scope 2) GHG emissions	305-2	<p>Domestic GHG Emissions: Scope 2 – Indirect Emissions*</p> <table border="1"> <thead> <tr> <th></th> <th>Emissions (MTCO₂e)</th> </tr> </thead> <tbody> <tr> <td>Electric (Market)</td> <td>1,778,428</td> </tr> <tr> <td>Electric (Location)</td> <td>1,831,598</td> </tr> <tr> <td>Steam</td> <td>2,537</td> </tr> <tr> <td>Chilled Water</td> <td>327,928</td> </tr> <tr> <td>TOTAL (Market – Scope 2)</td> <td>2,108,893</td> </tr> <tr> <td>TOTAL (Location – Scope 2)</td> <td>2,162,064</td> </tr> <tr> <td>TOTAL EMISSIONS (Market – Scope 1 & 2)</td> <td>2,864,377</td> </tr> <tr> <td>TOTAL EMISSIONS (Location – Scope 1 & 2)</td> <td>2,917,548</td> </tr> </tbody> </table> <ul style="list-style-type: none"> • Gases included in the calculation: CO₂, CH₄, N₂O, HFCs • Source of the emission factors and the GWP rates used: AR4 Emission Factors; 2017-TCR-Default-EF-March-2017; eGRID2016; Subregion File eGRID2016 • Chosen consolidation approach for emissions: Operational Control <p><i>*Data has been independently assured.</i></p>		Emissions (MTCO ₂ e)	Electric (Market)	1,778,428	Electric (Location)	1,831,598	Steam	2,537	Chilled Water	327,928	TOTAL (Market – Scope 2)	2,108,893	TOTAL (Location – Scope 2)	2,162,064	TOTAL EMISSIONS (Market – Scope 1 & 2)	2,864,377	TOTAL EMISSIONS (Location – Scope 1 & 2)	2,917,548																																	
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	Other indirect (Scope 3) GHG emissions	305-3	<table border="1"> <thead> <tr> <th>Category</th> <th>Scope 3 by GHG Protocol Category</th> <th>2017 Baseline Emissions (MTCO₂e)</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Purchased goods and services</td> <td>43,284,000</td> </tr> <tr> <td>2</td> <td>Capital goods</td> <td>1,000,000</td> </tr> <tr> <td>3</td> <td>Fuel- and energy-related activities</td> <td>905,000</td> </tr> <tr> <td>4</td> <td>Upstream transportation and distribution</td> <td>1,356,000</td> </tr> <tr> <td>5</td> <td>Waste generated in operations</td> <td>168,000</td> </tr> <tr> <td>6</td> <td>Business travel</td> <td>21,000</td> </tr> <tr> <td>7</td> <td>Employee commuting</td> <td>539,000</td> </tr> <tr> <td>8</td> <td>Upstream leased assets</td> <td>Not relevant</td> </tr> <tr> <td>9</td> <td>Downstream transportation and distribution</td> <td>6,950,000</td> </tr> <tr> <td>10</td> <td>Processing of sold products</td> <td>Not relevant</td> </tr> <tr> <td>11</td> <td>Use of sold products</td> <td>23,340,000</td> </tr> <tr> <td>12</td> <td>End-of-life treatment of sold products</td> <td>809,000</td> </tr> <tr> <td>13</td> <td>Downstream leased assets</td> <td>Not relevant</td> </tr> <tr> <td>14</td> <td>Franchises</td> <td>Not relevant</td> </tr> <tr> <td>15</td> <td>Investments</td> <td>28,000</td> </tr> <tr> <td colspan="2">Total 2017 Scope 3 Emissions</td> <td>78,400,000</td> </tr> </tbody> </table>	Category	Scope 3 by GHG Protocol Category	2017 Baseline Emissions (MTCO ₂ e)	1	Purchased goods and services	43,284,000	2	Capital goods	1,000,000	3	Fuel- and energy-related activities	905,000	4	Upstream transportation and distribution	1,356,000	5	Waste generated in operations	168,000	6	Business travel	21,000	7	Employee commuting	539,000	8	Upstream leased assets	Not relevant	9	Downstream transportation and distribution	6,950,000	10	Processing of sold products	Not relevant	11	Use of sold products	23,340,000	12	End-of-life treatment of sold products	809,000	13	Downstream leased assets	Not relevant	14	Franchises	Not relevant	15	Investments	28,000	Total 2017 Scope 3 Emissions		78,400,000
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The Scope 3 data are baseline calculations for 2017. The values have been rounded as we continue to refine our methodology.

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																														
Emissions																																	
			<p>Our business travel emissions estimate includes passenger miles on commercial airlines. We used emissions factors from the U.S. EPA Climate Leaders Business Module. Global warming potentials are from the Intergovernmental Panel on Climate Change (IPCC) Second Assessment Report. We did not apply a radiative forcing adjustment to the airline travel emissions.</p> <p>GHG Emissions: Gross Other Indirect*</p> <ul style="list-style-type: none"> 2018 Commercial Air Business Travel: 17,684 MTCO₂e <p><i>*This data has been calculated using independently assured data.</i> <i>This data only includes corporate employee air travel. Gases in the calculation include: CO₂, CH₄ and N₂O.</i></p>																														
	GHG emissions intensity	305-4	<p>GHG Emissions Intensity*</p> <table border="1"> <thead> <tr> <th>Year</th> <th>GHG Emissions Intensity Ratio (Market Based)</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>0.00953 MTCO₂e/SF</td> </tr> <tr> <td>2017</td> <td>0.00940 MTCO₂e/SF</td> </tr> <tr> <td>2016</td> <td>0.00969 MTCO₂e/SF</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Please note: In previous reports, we reported GHG emissions intensity in MTCO₂e per thousand square feet but misstated the units as MTCO₂e per square foot. The correct values are as above. Types of energy included in the intensity ratio: direct (Scope 1) and indirect (Scope 2) Gases included in the calculation: CO₂, CH₄, N₂O, and HFCs <p><i>*This data has been calculated using independently assured data.</i></p>	Year	GHG Emissions Intensity Ratio (Market Based)	2018	0.00953 MTCO ₂ e/SF	2017	0.00940 MTCO ₂ e/SF	2016	0.00969 MTCO ₂ e/SF																						
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	Reduction of GHG emissions	305-5	<table border="1"> <thead> <tr> <th colspan="5">GHG Emissions Reduction Projects (U.S.)</th> </tr> <tr> <th>Improvement</th> <th>Activity Data</th> <th>Units</th> <th>Conversion Factor</th> <th>Emissions (MTCO₂e)</th> </tr> </thead> <tbody> <tr> <td>2018 Sales Floor LED (695 stores)</td> <td>168,280</td> <td>MWh</td> <td>0.4526</td> <td>76,168</td> </tr> <tr> <td>Parking Lot LED (110 stores)</td> <td>7,498</td> <td>MWh</td> <td>0.4526</td> <td>3,394</td> </tr> <tr> <td>Backroom LED (40 stores)</td> <td>2,673</td> <td>MWh</td> <td>0.4526</td> <td>1,210</td> </tr> <tr> <td>TOTAL</td> <td>178,451</td> <td>MWh</td> <td></td> <td>80,772</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Gases included in the calculation: CO₂, CH₄, N₂O, and HFCs Chosen base year or baseline: Annual Value (2018 Fiscal Year) <p>Engineering calculations were based on MWh reductions converted into MTCO₂e. The reductions in GHG emissions occurred in direct (Scope 1) and indirect (Scope 2) emissions.</p>	GHG Emissions Reduction Projects (U.S.)					Improvement	Activity Data	Units	Conversion Factor	Emissions (MTCO ₂ e)	2018 Sales Floor LED (695 stores)	168,280	MWh	0.4526	76,168	Parking Lot LED (110 stores)	7,498	MWh	0.4526	3,394	Backroom LED (40 stores)	2,673	MWh	0.4526	1,210	TOTAL	178,451	MWh		80,772
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Effluents & Waste																																	
GRI 306: Effluents & Waste	Management Approach	103-1	Waste																														
		103-2	We have introduced a series of enterprise-wide design principles to integrate circularity into every part of our business, from product innovation to packaging considerations and store design. We also remain focused on reducing waste in our own operations, in packaging and at product end of life while investing with partners to develop the necessary technology and infrastructure to support a circular economy.																														
		103-3																															
		SASB																															
		CG-MR-410a.3																															
			<p><i>Circular Design</i></p> <p>Enterprise-wide design principles—related to material choice, durability, repairability and recyclability—are helping us reimagine the way products, processes, buildings, properties and experiences are designed. The principles are already showing up in our product assortment, e.g., in a foam-free cooler and recycled/recyclable sandals.</p> <p>Circular Behavior & Innovation, p. 44</p>																														

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Effluents & Waste			
			<p><i>Waste Minimization in Operations</i></p> <p>We conducted 25 waste-stream audits in 2018—19 stores, three regional distributions centers, two food distributions centers and one fulfillment center. This was a larger sample of stores than previous years, as we seek to better understand what is being sent to landfills. Stores were selected based on store type, volume, geography and trash volumes to try to obtain a representative sample of the full Target chain. Waste audit and other data combine to inform ongoing efforts to reduce waste. In 2018, Target successfully rolled out two programs to better track and reduce waste:</p> <ul style="list-style-type: none"> • Cardboard RFID allows us to track store-level data for recycling volumes and report on metrics not previously possible. • A system-led disposition tool for food donations provides greater clarity to team members of what can and cannot be donated. <p><i>Food Waste</i></p> <p>As we continue to expand our offerings in fresh food, we are also expanding programs to minimize food waste. We are getting perishables onto the sales floor sooner, extending their shelf life for our guests. We donated more than 89 million pounds of food (74 million meals) to Feeding America partners in 2018. We launched two data tools for store teams to help drive donations: A new Food Donations dashboard provides store-level donations data and compares locations to similar peers, and a system-led disposition tool provides guidance to team members of what can and cannot be donated. The combination of reporting and new technology led to a 16 percent increase in food donations from 2017 to 2018.</p> <p>For what cannot be donated, Target launched organics (compost) recycling programs at an additional 266 Target locations in 2018 for a total of 328 locations (325 stores and three headquarters locations).</p> <p>Operations, p. 46</p> <p><i>Packaging</i></p> <p>Packaging offers one of the biggest opportunities and challenges in circular systems. Our initiatives include adding the How2Recycle label to our owned-brand packaging and finding alternatives to expanded polystyrene.</p> <p>Sustainable Packaging & Single-Use Plastics, p. 45</p> <p><i>Product Collection & Recycling</i></p> <p>We want to make it easier for guests to sustainably dispose of items they no longer need and to adopt a circular economy mindset. Since we first invited guests to bring used car seats to their local Target store, we have collected more than half a million, generating 7.4 million pounds of recyclable car seat materials to date for transformation into new products. We also offer an electronic trade-in program that is active all yearlong. And we are exploring options for other trade-in events for hard-to-recycle products. We continue to offer in-store recycling for plastic bags. And we are contributing to the demand for recycled materials in our sourcing of polyester and plastic packaging.</p> <p>Sustainable Packaging & Single-Use Plastics, p. 45 Trade-In Programs, p. 45</p> <p><i>Circular Economy Ecosystem</i></p> <p>Beyond our own efforts to reduce, reuse and recycle products and packaging, we are working with industry peers and NGOs to develop technology and infrastructure to support more widespread recycling.</p> <p>Circular Behavior & Innovation, p. 44 Sustainable Packaging & Single-Use Plastics, p. 45</p>

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GRI Standard	Disclosure Title	Disclosure Number	Target Response
Effluents & Waste			
	Waste by type and disposal method	306-2	<p>Retail Operations (Stores and Distribution Centers)</p> <p>We quantified the disposal method at the Target waste program level (i.e., landfill is assumed for all trash disposals, hazardous waste is generalized under the Environmentally Sensitive Item Management [ESIM] program, similarly with recycle and reuse). The ESIM program is designed to help identify, handle, manage and store environmentally sensitive items that require special handling based on federal and state laws.</p> <p>Where our waste goes (U.S., in tons):</p> <ul style="list-style-type: none"> • Recycle: 553,294 • Reuse: 173,027 • ESIM Diverted: 2,578 • Landfills: 233,750 <p>In 2018, we:</p> <ul style="list-style-type: none"> • Supported the recycling of more than 9,000 tons of plastic (shrink, plastic bags, etc.) • Recycled and diverted more than two million pounds of electronic waste was from landfills • Helped guests trade in more than 7.4 million pounds of car seats through our trade-in program <p>Electronics Recycling—Five-Year History</p> <ul style="list-style-type: none"> • 2018: 1,475 tons • 2017: 2,038 tons • 2016: 3,168 tons • 2015: 3,347 tons • 2014: 4,427 tons <p>The above numbers are a consolidated total weight of electronic waste recycled through our operational and guest-facing recycling programs. To lower costs and increase salvage recovery, Target improved training for store operations team members to shift some materials that were going to electronics recycling into our salvage programs.</p> <p>Our long-standing diversion programs continue to show success: Since 1994, we have collected and reused over 8.1 billion plastic hangers used in our stores, saving them from landfills and saving millions in expense each year. In total, in 2018, we diverted 75.7 percent of our retail waste from landfills through salvage, donations, organics, reuse or recycling, up from 74.0 percent in 2017.</p> <p>Diversion (U.S. stores) in tons:</p> <ul style="list-style-type: none"> • Cardboard: 492,547 • Plastic Bags and Shrink Wrap: 9,921 • Plastic, Glass and Aluminum Cans and Bottles: 4,063 • Electronics Recycling: 1,475 • Donations: 44,588 • Salvage: 116,458 • Metal: 17,565 • Paper: 3,090 • Hangers: 11,981 • Used Cooking Oil: 212 • ESIM: 2,578 • Compost: 3,250 • Other: 21,171 • TOTAL: 728,899 <p>Store Construction</p> <p>In 2018, we diverted 11,887.93 tons of material from landfills through the construction recycler program, with a diversion rate of 64.70 percent.</p>

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GRI Standard	Disclosure Title	Disclosure Number	Target Response																								
Effluents & Waste																											
	Significant spills	306-3	<p>There was one reportable spill for 2018.</p> <p>Location: T2406 Woodbury, Minnesota</p> <p>Volume: 15 gallons</p> <p>Material: A hydraulic oil spill reached the storm drain.</p> <p>Impact: The drain was pumped out; the pavement was cleaned; and there was no evidence of spill reaching the connected stormwater-retention pond.</p>																								
	Transport of hazardous waste	306-4	<p>Target takes special care to remove environmentally sensitive waste according to the highest standards in the industry. Much of what is removed is not hazardous according to industry standards but is processed by professionals in that arena.</p> <p>Environmentally Sensitive Waste Removal (Tons)</p> <table border="1"> <thead> <tr> <th></th> <th>Hazardous</th> <th>Nonhazardous</th> </tr> </thead> <tbody> <tr> <td>Recycling</td> <td>117</td> <td>275</td> </tr> <tr> <td>Recovery, including energy recovery</td> <td>47</td> <td>5</td> </tr> <tr> <td>Incineration (mass burn)</td> <td>1,547</td> <td>489</td> </tr> <tr> <td>Landfills</td> <td>2</td> <td>3,970</td> </tr> <tr> <td>Other:</td> <td></td> <td></td> </tr> <tr> <td>Wastewater Treatment</td> <td>22</td> <td>52</td> </tr> <tr> <td>Material release and container recycling (i.e., helium)</td> <td>2</td> <td>22</td> </tr> </tbody> </table>		Hazardous	Nonhazardous	Recycling	117	275	Recovery, including energy recovery	47	5	Incineration (mass burn)	1,547	489	Landfills	2	3,970	Other:			Wastewater Treatment	22	52	Material release and container recycling (i.e., helium)	2	22
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Supplier Environmental Assessment																											
GRI 308: Supplier Environmental Assessment	Management Approach	103-1 103-2 103-3	<p>Responsible Resource Use, p. 40 Circular Behavior & Innovation, p. 44 Standards of Vendor Engagement Sustainable Products: see sections on: Improving Packaging Sustainability, Our Reusable Bag Program, Recycling in Our Stores, Clear On-package Instructions [for Recycling] and More Local Recycling</p>																								
	New suppliers that were screened using environmental criteria	308-1	<p>New suppliers screened using environmental criteria: 100 percent</p> <p>Please note: We have changed the calculation of this figure from last year to better align with the GRI Standards and the practice of peers. All our new suppliers were screened in both 2017 and 2018. We previously reported the percentage of suppliers that were new; we are now reporting the percentage of new suppliers that are screened.</p>																								
	Negative environmental impacts in the supply chain and actions taken	308-2	<p>Target's Standards of Vendor Engagement establishes standards to ensure our suppliers are compliant with environmental regulations. An example of this is our no tolerance standards for improperly managed wastewater treatment systems. In 2018, 80 percent of violations found were remediated (four out of five total violations). One factory was removed from our supply chain by the vendor. In addition to our standards, we also have commitments for wastewater testing, efficient water use and energy efficiency where we are working directly with our manufacturing supply chain on performance-improvement programs such as the Vietnam Improvement Project and Clean by Design. Additionally, through our partnership with WWF, we engage the textile sector located in China's Taihu basin region to reduce water risks in our supply chain and local communities. Collectively, these programs have trained more than 240 participants at 73 factories and 23 mills in 2018.</p> <p>Water, p. 40 Standards of Vendor Engagement</p>																								

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Employment			
GRI 401: Employment	Management Approach	103-1	<p>Compensation & Benefits</p> <p>At Target, we value the approximately 360,000 individuals who come together as a team to serve our guests. We have long invested in our team members by giving them opportunities to grow professionally; to take care of themselves, each other and their families; and to make a difference for our guests and our communities. We offer industry-leading resources to our team members and their families to support them in their times of need.</p> <p>We recognize the impact increased wages have on our team members' ability to sustain financial stability and look after themselves and the people they love. That is why we have committed to a minimum hourly wage of \$15 by the end of 2020. In 2019, we took the next step by moving to a \$13 minimum hourly wage.</p> <p>Economic Attainment & Well-Being, p. 17</p> <p>Labor Practices</p> <p>Target respects individual human rights in every aspect of our business globally, from our supply chain to our stores, headquarters, operations and business partnerships, because we believe every person deserves to be treated with dignity and respect. We expect every team member and every business partner that works with us to show respect for human rights and follow all laws that protect human rights, including those that prohibit forced or compulsory labor, child labor and human trafficking. We ensure safe working conditions, the freedom to choose whether or not to work and legal wage compensation for hours worked. Additionally, our Open Door Communications Policy encourages team members who have a job-related idea or concern to share with their leader. If a satisfactory resolution is not reached, team members can go to another higher-level leader within the organization or report their concerns to our Integrity Hotline.</p> <p>Talent Recruitment</p> <p>We know that our talent is one of our greatest assets, and we continue to invest in our current and future team members. By providing a compelling work environment and meaningful experiences for our team members, we contribute to the growth of existing talent and the successful recruitment of future talent. Our recruiters and hiring managers work together to plan for talent needs and growth, connect in our communities and create robust talent pipelines. We leverage a wide variety of recruiting resources and source from diverse talent pools. Our teams study the market and workforce trends to understand, anticipate and plan for recruitment needs and actions.</p>
		103-2	
		103-3	
	Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	Empower Teams, p. 16 2018 10-K: Employees, p. 3 Benefits
	Parental Leave	401-3	<p>Target offers parental leave to eligible hourly and salaried team members, including birthing moms, partners/spouses of birthing moms, parents who are adopting, parents via surrogacy and foster parents. This is in addition to six to eight weeks of short-term disability offered to birthing moms.</p> <p>Benefits for All Kinds of Families, p. 17</p>

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GRI Standard	Disclosure Title	Disclosure Number	Target Response
Occupational Health & Safety			
GRI 403 Occupational Health & Safety	Management Approach	103-1	<p><u>Workplace Health & Safety</u></p> <p>At Target, we are committed to the safety of our team members, guests, vendors, visitors and contractors. We have specific safety programs designed to eliminate or reduce hazards at all of our locations. This includes administering a comprehensive and continuous occupational injury and illness prevention program for all team members. Target's goal is to prevent occupational incidents, injuries and illnesses and to comply with all safety and health standards.</p> <p>Going beyond safety, Target invests in our team members' well-being in a number of innovative ways. Outside of our regular 10 percent team member merchandise discount, we offer our team members 20 percent off all fresh and frozen fruits and vegetables, a selection of better-for-you food, athletic apparel and goods and tobacco-cessation products. Since the Wellness Discount began in 2015, our team members have saved more than \$30 million on healthier options for themselves and their families.</p> <p>We continue to offer education assistance, flu shots, membership to our credit union and many other benefits to our team members, supporting their overall well-being.</p> <p>For team members enrolled in our medical benefits, we are focused on closing the health literacy gap that is prevalent across our country. We are supporting team members with new ways to help them understand benefits, insurance and how making healthy choices can contribute to slowing the increase in health expenses.</p> <p>Well-Being, p. 17 Health Literacy Campaign, p. 18</p> <p><i>Mental Well-Being</i></p> <p>For years, Target has stood for well-being for our team members, and a large part of that has consistently been mental health. We continue to offer free, 24/7 access to trained mental health clinicians to all of our team members and everyone in their households. They can also receive free in-person counseling sessions and get help with things like day care, elder care, budgeting advice or access to community resources. And in some stores and distribution centers, we also offer on-site counselors to support team members' needs. In 2018 alone, we helped more than 110,000 team members get the support they needed.</p> <p>Well-Being, p. 17</p>
		103-2	
		103-3	
	Workers' representation in formal joint management-worker health and safety committees	403-1	<p>Target has leaders in charge of safety and formal joint management-worker safety committees, which meet monthly in all store and supply chain locations. These safety committees are required to be composed of at least 50 percent nonexempt and no more than 50 percent exempt employees.</p> <p>As Target does not track total numbers of participants, we cannot determine with certainty a percentage of the total workforce represented in these formal joint management-worker health and safety committees. However, approximately 5 percent of team members across all our stores and supply chain locations participate in safety meetings each month.</p> <p>Code of Ethics, p. 13</p>
	Workers with high incidence or high risk of diseases related to their occupation	403-3	Target does not have any workers, whose work or workplace is controlled by Target, involved in occupational activities that would have a high incidence or high risk of specific diseases.
	Health and safety topics covered in formal agreements with trade unions	403-4	We do not have any formal agreements with trade unions.

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GRI Standard	Disclosure Title	Disclosure Number	Target Response
Training & Education			
GRI 404: Training and Education	Management Approach	103-1 103-2 103-3	<p>Talent Retention</p> <p>Target continuously invests in our team members to provide the right knowledge, tools and resources for current roles and ongoing career development. Our training and development approach encompasses both formal and on-the-job programs, including:</p> <ul style="list-style-type: none"> • Compliance (safety, security, anti-corruption) and anti-bias training • Skill development training, such as Officer Development Program and Active Selling Training • Work rotations and experiential learning • Peer learning through Leader Lab • Skills-based volunteerism in our communities • Mentor relationships • Annual review process <p>Training & Development, p. 19 Skills-Based/Pro Bono Volunteerism, p. 19 Careers</p>
	Average hours of training per year per employee	404-1	<p>In addition to ethics training detailed in GRI 205-2, Target provides a variety of learning and development opportunities for our team members.</p> <p>2018 Selected Trainings and Learning Opportunities:</p> <ul style="list-style-type: none"> • Information security and awareness: 83,850 hours • Security at Target: 3,380 hours • Onboarding with significant training, including "Target Welcome," for all new team members: ~1,248,000 hours • Spring leadership meeting: ~8,000 hours • Fall national meeting: ~33,000 hours • Ongoing development for headquarters' team members: ~13,000 hours • Diversity & Inclusion training focused on mitigating bias for more than 85,000 team members in more than 16 countries: ~170,000 hours • Stores trained 70,000 team members in Friedman Group Active Selling Training in support of delivering a differentiated shopping experience for our in-store guests: ~236,500 hours <p>Meaningful Work & Opportunities, p. 19</p>
	Programs for upgrading employee skills and transition-assistance programs	404-2	<p>Target provides a range of training and development opportunities as well as learning tools and resources for its team members across key areas. In 2018, core initiatives were in the following areas:</p> <p>Diversity & Inclusion</p> <ul style="list-style-type: none"> • Continued to lead team members in more than 16 countries through live learning experiences focused on the impact and mitigation of bias. More than 85,000 team members between headquarters, Field and Global have gone through training to date. • Hosted a two-day summit on bias, inclusion, equity and action for our supply chain leaders across the country <p>Stores</p> <ul style="list-style-type: none"> • Trained 70,000 team members in Friedman Group Active Selling Training in support of delivering a differentiated shopping experience for our in-store guests • Invested \$10 million of payroll into team member development, focused on area-specific expertise and selling behaviors • Continue to update the modality of which trainings are delivered to include multimedia platforms in support of providing differentiated experiences for learners

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GRI Standard	Disclosure Title	Disclosure Number	Target Response
Training and Education			
			<p>Supply Chain</p> <ul style="list-style-type: none"> In 2018, onboarded and trained 12,600 team members to Target across the Distribution Network <ul style="list-style-type: none"> A total of 450+ exempt leaders inclusive of new-hire orientation, safety and operational leadership A total of 12,100+ nonexempt team members inclusive of new-hire orientation, safety and functional process Invested in 42 training operations manager roles, dedicated in each distribution center, decentralizing the accountability for learning; focused on the capabilities required in their individual locations to deliver training, including assessing constraints, developing training plans, assessing trainees and auditing <p>Target Career Benefits</p>
	Percentage of employees receiving regular performance and career development reviews	404-3	<p>All eligible team members participate in a formal performance review process once a year. For 2018, 100 percent of eligible team members (~277,000) received a formal performance review from their manager.</p> <p>All team members are eligible for performance reviews except those on leave of absence for more than 305 days, those hired in Q4 and interns.</p>
Diversity & Equal Opportunity			
GRI 405: Diversity & Equal Opportunity	Management Approach	103-1 103-2 103-3	<p>Diversity & Inclusion</p> <p>There is a Target store within 10 miles of 75 percent of the U.S. population—and in order to win in retail, we need to reflect that population in our team to ensure we deliver the product, services, experiences and messages our guests need and want.</p> <p>At Target, we embrace diversity and inclusion and strive to give everyone access to the same opportunities. By creating equal opportunities for all, we can better understand and serve our guests, connect to the communities we serve and build a stronger team. Diversity & Inclusion is reflected in Target’s Strategic Road Map as one of five values: Inclusivity—embracing diversity and striving to give everyone access to the same opportunities.</p> <p>We champion a more inclusive society through activating a broad ecosystem focused on:</p> <ul style="list-style-type: none"> Creating an inclusive guest experience where all dimensions of difference are valued and represented and guests feel a sense of belonging at Target Having an inclusive work environment where all dimensions of difference are valued and represented, while all team members feel welcome and are able to bring their authenticity to deliver results Ensuring we have a diverse workforce where there is equity available in hiring, development and advancement regardless of team members’ dimensions of difference Leveraging our influence to reduce disparities and champion societal impact in order to help communities thrive <p>Our ecosystem, in addition to supporting our entire strategy, is focused on:</p> <ul style="list-style-type: none"> Ensuring our team equitably reflects the national qualified applicant pools within the communities we serve Equitably retaining and advancing our talented team Delivering an equitable experience for all team members Driving inclusive leadership and individual behavior Ongoing investment in diverse suppliers Continued outreach to multicultural audiences with relevant marketing messages Relevant assortments of products that meet the needs of the multicultural guest <p>To deliver our strategy, we have shared accountability across the organization for diversity and inclusion, including a dedicated Diversity & Inclusion team that orchestrates the diversity and inclusion strategy, helps set enterprise focuses, drives inclusion acumen and manages shared accountability across the organization, and an ecosystem of business-led diversity and inclusion owners, Employee Resource Groups (ERGs) and external partners that are integrated throughout the business and customized to address unique issues and challenges.</p> <p>Championing an Inclusive Society, p. 20 Designing for All, p. 28</p>
	Diversity of governance bodies and employees	405-1 SASB CG-MR-330a.1	<p>Workforce Diversity p. 21 Workforce Diversity Report</p>

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GRI Standard	Disclosure Title	Disclosure Number	Target Response
Non-discrimination			
GRI 406: Non-discrimination	Management Approach	103-1	Non-discrimination We value and support each other and work to ensure a diverse, welcoming and inclusive culture. At Target, we know every team member has something to contribute. When we are inclusive and do our best to create opportunities for everyone, we all benefit from the richness of different perspectives and enhanced points of view across our team. Discrimination based on protected status is illegal, and it goes against everything Target stands for. That means we do not discriminate against team members, applicants or business partners based on characteristics like race, national origin or ancestry; color; sex; pregnancy status; gender; religion or religious creed; age; medical condition or disability; sexual orientation; gender identity or expression; marital status; citizenship status; military or veteran status; genetic information or characteristics (or those of a family member); or any other characteristic protected by applicable laws. Code of Ethics
		103-2	
		103-3	
	Incidents of discrimination and corrective actions taken	406-1	Code of Ethics
Child Labor			
GRI 408: Child Labor	Management Approach	103-1	Please refer to GRI 409 and GRI 412 for descriptions of our management approach to ensuring compliance with our vendor standards.
		103-2	
		103-3	
	Operations and suppliers at significant risk for incidents of child labor	408-1	We do not tolerate the use of underage labor and will not knowingly work with suppliers that utilize underage workers. We define underage workers as any individual younger than the local minimum working age or the age of 15, whichever older, and/or those not abiding by the international standards as defined by the International Labor Organization (ILO) regarding age-appropriate work governing family farming. Suppliers must comply with all age-related working restrictions as set by local law and adhere to international standards as defined by the ILO regarding age-appropriate work. Standards of Vendor Engagement
Forced or Compulsory Labor			
GRI 409: Forced or Compulsory Labor	Management Approach	103-1	Forced Labor We have a responsibility to the people who create our products. We are committed to working with our supply chain and industry experts to help prevent, identify and swiftly eradicate forced labor. Our partnerships include IJM, Verité, Responsible Business Alliance, Impact and GoodWeave. Eliminating Forced Labor, p. 24 Standards of Vendor Engagement
		103-2	
		103-3	
	Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1	We identify risk of forced labor through our responsible-sourcing audit process, audit history and a variety of risk-intelligence sources. We closely collaborate with NGOs and other brands to identify, mitigate and remediate these risks. If we find credible indicators of forced labor at any facility, we prioritize the well-being of the workers, which means that where possible, we strive to frame and implement a corrective action plan that will facilitate the remediation of the indicators and a continuation of the business relationship once remediation is complete. Only when remediation is not possible, we will work with the appropriate stakeholders to develop a responsible disengagement strategy and intend to mitigate additional harm to the workers. During the responsible-sourcing audit, personnel records are reviewed and the hiring process is discussed with management. Through this process, verification of established formal procedures ensuring review of age documentation, vetting of labor brokers and safeguarding of high-risk candidates is undertaken. Maintenance of standard personnel files for all workers where information is readily available is also confirmed. Finally, Target reviews that all facilities are upholding the Employer Pays Principle, reiterating the expectation that the costs of recruitment are paid by the employer—not the worker. A follow-up audit is conducted to ensure that a formal hiring process has been implemented. Eliminating Forced Labor, p. 24 GRI 412-1

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GRI Standard	Disclosure Title	Disclosure Number	Target Response																																																												
Human Rights Assessment																																																															
GRI 412: Human Rights Assessment	Management Approach	103-1	<p>Human Rights</p> <p>Target respects the rights of workers who help create our products. Our approach to doing so includes:</p> <ul style="list-style-type: none"> • Clear policies on hiring practices, forced labor, discrimination and other universally recognized labor and human rights • Regular audits to assess factory conditions, worker treatment and compensation, hiring processes and environmental practices and compliance with applicable laws • Transparency into our tier 1 and wet-processing tier 2 suppliers, including fabric dyeing, printing and finishing mills as well as garment laundries • Third-party evaluation by the Corporate Human Rights Benchmark and Fashion Transparency Index, which we use as learning tools for continuous improvement <p>Human Rights, p. 24 Labor & Human Rights Policies Code of Ethics Social Compliance Audit Process</p>																																																												
		103-2																																																													
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	Operations that have been subject to human rights reviews or impact assessments	412-1	<p>Audits Conducted in Registered Manufacturing Facilities That Produced Target Brand Merchandise in 2018</p> <p>In 2018, we conducted 1,902 audits in 26 countries.</p> <p>Percentage of Audits With Acceptable Results by Country/Region</p> <table border="1"> <thead> <tr> <th>FY</th> <th>China</th> <th>Southeast Asia</th> <th>The Americas</th> <th>India, Bangladesh, Pakistan, Egypt and Turkey</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>37%</td> <td>44%</td> <td>69%</td> <td>77%</td> </tr> <tr> <td>2017</td> <td>56%</td> <td>53%</td> <td>80%</td> <td>85%</td> </tr> <tr> <td>2016</td> <td>68%</td> <td>64%</td> <td>96%</td> <td>77%</td> </tr> <tr> <td>2015</td> <td>61%</td> <td>53%</td> <td>76%</td> <td>58%</td> </tr> <tr> <td>2014</td> <td>53%</td> <td>45%</td> <td>58%</td> <td>56%</td> </tr> </tbody> </table> <p>Average Number of Health and Safety Issues per Audit</p> <table border="1"> <thead> <tr> <th>FY</th> <th>China</th> <th>Southeast Asia</th> <th>The Americas</th> <th>India, Bangladesh, Pakistan, Egypt and Turkey</th> </tr> </thead> <tbody> <tr> <td>2018</td> <td>5.2</td> <td>3.5</td> <td>2.7</td> <td>4.7</td> </tr> <tr> <td>2017</td> <td>3.7</td> <td>2.8</td> <td>1.0</td> <td>3.1</td> </tr> <tr> <td>2016</td> <td>4.4</td> <td>3.8</td> <td>1.1</td> <td>4.7</td> </tr> <tr> <td>2015</td> <td>5.3</td> <td>3.1</td> <td>1.7</td> <td>4.7</td> </tr> <tr> <td>2014</td> <td>6.2</td> <td>3.3</td> <td>1.6</td> <td>4.8</td> </tr> </tbody> </table>	FY	China	Southeast Asia	The Americas	India, Bangladesh, Pakistan, Egypt and Turkey	2018	37%	44%	69%	77%	2017	56%	53%	80%	85%	2016	68%	64%	96%	77%	2015	61%	53%	76%	58%	2014	53%	45%	58%	56%	FY	China	Southeast Asia	The Americas	India, Bangladesh, Pakistan, Egypt and Turkey	2018	5.2	3.5	2.7	4.7	2017	3.7	2.8	1.0	3.1	2016	4.4	3.8	1.1	4.7	2015	5.3	3.1	1.7	4.7	2014	6.2	3.3	1.6	4.8
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GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Human Rights Assessment			

Average Number of Working Hours and Time-Off Issues per Audit

FY	China	Southeast Asia	The Americas	India, Bangladesh, Pakistan, Egypt and Turkey
2018	1.5	0.7	0.3	0.5
2017	0.3	0.4	0.2	0.3
2016	0.1	0.3	0.1	0.2
2015	0.5	0.4	0.2	0.3
2014	0.5	0.5	0.1	0.2

Average Number of Wage Issues per Audit

FY	China	Southeast Asia	The Americas	India, Bangladesh, Pakistan, Egypt and Turkey
2018	0.4	0.3	0.0	0.3
2017	0.7	0.5	0.0	0.3
2016	0.7	0.6	0.2	0.4
2015	0.5	0.5	0.0	0.3
2014	0.6	0.7	0.2	0.4

Unannounced Audits

FY	Number of Unannounced Audits
2018	1,902
2017	1,319
2016	1,697
2015	1,597
2014	1,964

Audits With "Noncompliant" Results: One-Year Noncompliant

FY	Percentage
2018	3.8%
2017	3.2%
2016	1.5%
2015	1.8%
2014	1.6%

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Human Rights Assessment			
Audits With Noncompliant Results: Zero Tolerance Noncompliant			
		FY	Percentage
		2018	0.6%
		2017	1.2%
		2016	0.6%
		2015	0.6%
		2014	1.1%
<p>Please note: In our prior report, we provided data on the Average Number of Health and Safety Issues per Audit, the Percentage of Audits With Working Hours and Time-Off Issues and the Percentage of Audits With Wage Issues. This year, to provide more parallel information, we are providing Average Number of Issues Per Audit for all three categories of issues: Health and Safety, Working Hours and Time off, and Wage.</p> <p>In addition, in early 2019, we completed a Human Rights Impact Assessment that helped identify salient human rights issues in our business and operations.</p>			
	Employee training on human rights policies or procedures	412-2	Target's global sourcing offices are subject to the same standards and policies as our domestic offices. Human rights considerations are made when exploring new countries for office locations.
	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	412-3	Every merchandise vendor is contractually required to comply with our Standards of Vendor Engagement .
Local Communities			
GRI 413:	Management Approach	103-1	Community Impact
Local		103-2	Target is only as strong as the communities in which we operate. We embrace our local communities through community service, disaster assistance, strategic philanthropy and economic relationships.
Communities		103-3	<p>For the fifth consecutive year, Target volunteers contributed more than one million hours of service in the communities where they live and work. Our team is encouraged to volunteer where it feels locally relevant and where they have passion. We continue to encourage participation in skills-based/pro bono community service across our team through team and individual projects and our nonprofit board service program.</p> <p>Target responds to disasters around the world in communities where our team members live and work as well as where Target has stores, distribution centers, headquarters offices and a manufacturing supply chain presence. Donations include a mix of cash grants, in-kind products and leveraging our resources to build back communities stronger than before. Target's Global Crisis Management team provides coordination of local leaders and headquarters' team members to respond to the needs of the team, store and community. Target provided more than \$2.9 million to disaster response efforts in 2018.</p> <p>In addition, Target is a member of the Red Cross Annual Disaster Giving Program and donates \$500,000 to ensure the American Red Cross can support all disasters large and small throughout the year.</p> <p>Target is concerned about food scarcity, as it impacts our teams and guests. In 2018, Target donated more than 89.2 million pounds of food to Feeding America affiliates and agency partners through our stores, food banks and distribution centers. These pounds equate to more than 74.3 million meals provided to communities where Target has a presence. The Target Foundation supports food banks and shelves in the Target headquarters area, and store and distribution center teams actively participate with local area food banks/shelves through philanthropy and volunteerism.</p>

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Local Communities			
			Economic Attainment & Well-Being, p. 17 Meaningful Work and Opportunities, p. 19 Global Livelihoods, p. 22 Target Foundation, p. 35 GRI 306 Social Impact of Products & Services By working across our portfolio of owned and national brands, we are improving the environmental and social impacts of the products we sell while also working to make certain that all families find products that reflect their diverse needs whenever they walk through our doors.
	Operations with local community engagement, impact assessments and development programs	413-1	In 2018, 91 percent or \$186.9 million of our giving went to local community programs and organizations. Refer to GRI 203-1 for more information on community engagement efforts. Serve Guests, p. 25 Stakeholder Engagement, p. 11 Foster Communities, p. 30
	Operations with significant actual and potential negative impacts on local communities	413-2	In 2018, CARE kicked off its dignified work activities in the communities where Target's goods are produced in Bangladesh, Indonesia and Vietnam. The creation of community-based women's EKATA groups was an integral component to the success of the three-year partnership. EKATA enables women workers to identify barriers to their rights and well-being and to take action to address those barriers such as through the implementation of awareness campaigns or the creation of worker-management forums through which women can raise concerns.
Supplier Social Assessment			
GRI 414: Supplier Social Assessment	Management Approach	103-1 103-2 103-3	Please reference our responses under GRI 412 Human Rights Assessment . Social Compliance Supply-Chain Sustainability
	New suppliers that were screened using social criteria	414-1	Percentage of new suppliers that were screened using social criteria: 100 percent Please note: We have changed the calculation of this figure from last year to better align with the GRI Standards and the practice of peers. All our new suppliers were screened in both 2017 and 2018. We previously reported the percentage of suppliers that were new; we are now reporting the percentage of new suppliers that are screened.
	Negative social impacts in the supply chain and actions taken	414-2	Reference GRI 412-1 data (Noncompliance, Zero Tolerance, Health & Safety, Wages, etc.) Responsible Sourcing Social Compliance Audit Process

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																																		
Public Policy																																					
GRI 415: Public Policy	Management Approach	103-1	Government Advocacy At Target, we believe it is important to discuss public policy with government officials that may impact our business operations, team members, industry and communities. We adhere to all applicable laws that govern our interactions with public officials as well as our own company policies and disclosure practices. Political Engagement Issue Advocacy Public Policy																																		
		103-2																																			
		103-3																																			
	Political contributions	415-1	<p>Target Corporate Political Contributions (Jan. 1-Dec. 31, 2018)</p> <p>The following is a list of contributions of general corporate funds in the amount of \$5,000 or more to support or oppose the election of candidates for office or ballot initiatives:</p> <table border="1"> <thead> <tr> <th>Organization</th> <th>Donation</th> </tr> </thead> <tbody> <tr> <td>Illinois Merchants Political Action Committee (PAC)</td> <td>\$22,200</td> </tr> <tr> <td>Florida Retail Federation Political Committee</td> <td>\$13,000</td> </tr> <tr> <td>California Republican Caucus</td> <td>\$10,000</td> </tr> <tr> <td>California Women's Caucus (WIP PAC & Women in CA Leadership)</td> <td>\$10,000</td> </tr> <tr> <td>California Moderate Dem Caucus (CA for Jobs/Economy)</td> <td>\$10,000</td> </tr> <tr> <td>NY Senate Republican Caucus</td> <td>\$10,000</td> </tr> <tr> <td>California Chamber of Commerce</td> <td>\$7,200</td> </tr> <tr> <td>Chicagoland Chamber of Commerce PAC</td> <td>\$5,500</td> </tr> <tr> <td>New Jersey Interested Merchants PAC Team</td> <td>\$5,000</td> </tr> <tr> <td>Washington Retail Association Local Government PAC</td> <td>\$5,000</td> </tr> <tr> <td>California Business Properties Association PAC</td> <td>\$5,000</td> </tr> </tbody> </table> <p>Target is also a member of national organizations. Our team members attend conferences and other events hosted by these organizations to learn about elected officials' policy priorities and initiatives and to share a retail perspective. Target expressly requires that our funds are used only to support educational and association management activities and not for campaign contributions. Because these organizations also engage in political efforts, we disclose our memberships as political contributions.</p> <table border="1"> <thead> <tr> <th>Organization</th> <th>Donation</th> </tr> </thead> <tbody> <tr> <td>Democratic Legislative Campaign Committee</td> <td>\$12,000</td> </tr> <tr> <td>Republican Legislative Campaign Committee</td> <td>\$12,000</td> </tr> <tr> <td>Community Leaders of America</td> <td>\$5,000</td> </tr> <tr> <td>National Conference of Democratic Mayors</td> <td>\$5,000</td> </tr> </tbody> </table>	Organization	Donation	Illinois Merchants Political Action Committee (PAC)	\$22,200	Florida Retail Federation Political Committee	\$13,000	California Republican Caucus	\$10,000	California Women's Caucus (WIP PAC & Women in CA Leadership)	\$10,000	California Moderate Dem Caucus (CA for Jobs/Economy)	\$10,000	NY Senate Republican Caucus	\$10,000	California Chamber of Commerce	\$7,200	Chicagoland Chamber of Commerce PAC	\$5,500	New Jersey Interested Merchants PAC Team	\$5,000	Washington Retail Association Local Government PAC	\$5,000	California Business Properties Association PAC	\$5,000	Organization	Donation	Democratic Legislative Campaign Committee	\$12,000	Republican Legislative Campaign Committee	\$12,000	Community Leaders of America	\$5,000	National Conference of Democratic Mayors	\$5,000
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GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Customer Health & Safety			
GRI 416: Customer Health & Safety	Management Approach	103-1	Product Quality & Safety Product safety is a basic expectation of our guests and a priority for Target. We seek to ensure our Target brand products meet regulatory, safety and quality standards by testing at or above mandatory requirements. We expect our vendors and factories to utilize best practices, ensuring product safety and consistent quality for our guests. Product Safety & Quality Assurance
		103-2	
		103-3	
	Incidents of noncompliance concerning the health and safety impacts of products and services	416-2	Target has multiple processes to address product compliance and safety. In addition, Target has processes in place to meet its reporting obligations under federal and state law.
Marketing & Labeling			
GRI 417: Marketing & Labeling	Management Approach	103-1	Responsible Marketing At Target, we are championing a more inclusive society through designing, sourcing and marketing products that represent the diversity of our guests' needs and wants. We also commit to promotions, advertising and guest communications that provide guests with accurate information and follow the law. Designing for All, p. 28 Code of Ethics, p. 19
		103-2	
		103-3	
	Requirements for product and service information and labeling	417-1	Target uses the term “environmentally sensitive” to describe items that are regulated by any federal, state or local agency for disposal, transportation, storage and/or health and safety. Target uses UL WERCSSmart (“WERCSS”) to collect detailed product information from vendors and provide Target with product-compliance data for all environmentally sensitive items.
Customer Privacy			
GRI 418: Customer Privacy	Management Approach	103-1	Privacy & Data Protection Target understands the importance of our guests' privacy and is committed to treating personal information with care and respect. Target's Privacy Policy provides detailed information about the collection, use and sharing of Target's guest information. We invest significantly in the tools and systems, team, training and partnerships that help keep our guests' information secure. As part of that investment, we have built a security program that adapts to today's evolving threats to create the most secure shopping experience for our guests, both in stores and online. Target promotes a culture of ethical conduct and a commitment to compliance. Target's Code of Ethics outlines expectations of conduct for all team members and focuses on the integrity and high ethical standards that are a part of Target's culture. All team members are expected to understand and comply with Target's Code of Ethics. Target Privacy Policy Code of Ethics
		103-2	
		103-3	
		SASB CG-MR-230a.1	
	Substantiated complaints concerning breaches of customer privacy and losses of customer data	418-1	Target has an Incident Response program to address potential security and privacy incidents. The program includes processes to meet Target's notification, or other reporting, obligations under federal and state law.

GRI Standards Content Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Access to Products & Services			
	Management Approach	103-1 103-2 103-3	<p>Access to Products & Services</p> <p>We are at our best when all guests see themselves in our offerings and feel welcomed, included and joyful when they shop with us, so it is important that our belief of diversity and inclusion is reflected across our entire business.</p> <p>Designing for All, p. 28</p>
Environmental Impacts of Products & Services			
	Management Approach	103-1 103-2 103-3	<p>Environmental Impacts of Products & Services</p> <p>Target assesses along the value chain and prioritizes our efforts where we can achieve the highest impact. We believe systems thinking is key to the management approach. To learn more about Target's management approach, please see Design Tomorrow, p. 36.</p> <p>By working across our portfolio of owned and national brands, we are improving the environmental and social impacts of the products we sell while also working to make certain that all families find products that reflect their diverse needs whenever they walk through our doors.</p>
Product Design			
	Management Approach	103-1 103-2 103-3	<p>Product Design</p> <p>Target leverages our size, scale and influence to drive transparency and innovation across our entire value chain, operations and product assortments. We work across our portfolio of owned and national brands to improve the environmental and social impacts of the products we sell while also working to make certain all families find products that reflect their diverse needs. One way we do this is via our commitment to purposeful brands. Also key to this approach is seeking to establish a culture and mindset around circular design and a zero-waste lifestyle. We are working with vendors, suppliers and other stakeholders to integrate circularity into our business—from product innovation to packaging considerations and store design. To learn more about this approach, see: Design Tomorrow, p. 36 Serve Guests, p. 25.</p>
Consumption Behaviors			
	Management Approach	103-1 103-2 103-3	<p>Consumption Behaviors</p> <p>Consumer behaviors and expectations are evolving; Target acknowledges information related to guest behaviors helps the business facilitate more sustainable impact.</p>
Transparency & Reporting			
	Management Approach	103-1 103-2 103-3	<p>Transparency & Reporting</p> <p>Target strives to be as transparent as possible within legal, competitive and practical constraints. Our annual corporate responsibility reporting seeks to meet GRI Core standards for reporting, and we have begun integrating indicators from SASB Multiline and Specialty Retailers & Distributors standards as well. We welcome stakeholder feedback at CorporateResponsibility@Target.com.</p>