

Module: Introduction

Page: F0. Introduction

F0.1

Please give a general description and introduction to your organization

Minneapolis-based Target Corporation (NYSE:TGT) serves guests at 1,807 stores and at Target.com. Since 1946, Target has given 5 percent of its profit to communities, which today equals millions of dollars a week. For more information about Target's commitment to corporate responsibility, visit Target.com/corporate responsibility.

F0.2

Please select the stages of the value chain which best represent your organization's area of operation pertaining to forest risk commodities. If your organization is diversified or vertically integrated, please select all that apply

Retailing

F0.3

Are there any parts of your direct operations that are excluded from this disclosure?

No

F0.3a

Please identify the parts of your direct operations that are excluded from your disclosure

Exclusion	Description of exclusion	Potential for deforestation risk	Please explain
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F0.4

Are there any parts of your supply chain that are excluded from this disclosure?

Yes

F0.4a

Please identify the parts of your supply chain that are excluded from your disclosure

Exclusion	Description of exclusion	Potential for deforestation risk	Please explain
Business activity	Branded products sold in our retail operations (including stores and online).	Potential for deforestation risk but not evaluated	We have the greatest insight as well as influence over our owned brand portfolio and supply chain.

F0.5

Do you produce or use materials that contain any of the forest risk commodities? Please complete the table

Forest risk commodity	Produce/use forest risk commodity	Explanation if not disclosing but produce/use the commodity
Timber	Yes	
Palm Oil	Yes	
Cattle Products	Yes	We source and sell a small amount of cattle products (primarily beef), but it is not a significant volume in our business nor in the industry at large. We will continue to evaluate our deforestation risk due to cattle products in the coming year and will disclose if material.
Soy	Yes	We source and sell a small amount of soy products (primarily via animal feed), but it is not a significant volume in our business nor in the industry at large. We will continue to evaluate our deforestation risk due to soy products in the coming year and will disclose if material.

Forest risk commodity	Produce/use forest risk commodity	Explanation if not disclosing but produce/use the commodity
Other	Don't know	We source and sell a variety of other products (primarily foodstuffs) which may have deforestation risk, but it is not a significant volume in our business nor in the industry at large. We will continue to evaluate our deforestation risk due to other commodities in the coming year and will disclose if material.

F0.6

Please confirm which commodities you will be disclosing on

Timber
Palm Oil

F0.7

Please state the start and end date of the year for which you are reporting data

Reporting year
Sun 31 Jan 2016 - Tue 31 Jan 2017

Further Information

Module: Current State

Page: F1. Context

F1.1

How does your organization use your selected commodities? Please provide details on the form and source of the commodities you use or produce

Forest risk commodity	Activity	Form of commodity	Source	Country of origin	% of procurement spend	Comment
Timber	Buying manufactured product	Sawn timber, veneer, chips Pulp Paper Boards, plywood, engineered wood Primary packaging Secondary packaging Tertiary packaging Cellulose-based textile fiber Goods Not For Resale (GNFR)	Contracted suppliers (processors) Contracted suppliers (manufacturers)	Don't know	Don't know	
Timber	Retail/ onward sale of commodity or product containing commodity	Sawn timber, veneer, chips Pulp Paper Boards, plywood, engineered wood Primary packaging Secondary packaging Tertiary packaging Cellulose-based textile fiber Goods Not For Resale (GNFR)	Contracted suppliers (processors) Contracted suppliers (manufacturers)	Don't know	Don't know	
Palm Oil	Buying manufactured product	Refined palm oil Palm oil derivatives Palm kernel oil derivatives	Contracted suppliers (manufacturers)	Don't know	Don't know	
Palm Oil	Retail/ onward sale of commodity or product containing commodity	Refined palm oil Palm oil derivatives Palm kernel oil	Contracted suppliers (manufacturers)	Don't know	Don't know	

Forest risk commodity	Activity	Form of commodity	Source	Country of origin	% of procurement spend	Comment
		derivatives				

F1.2

Please indicate the percentage of your organization's revenue that was dependent on each of your selected forest risk commodities in the reporting year

Forest risk commodity	% of revenue dependent on commodity in the reporting year	Comment
Timber		Unable to estimate at this time. (Response option was available in prepared guidance document but not here)
Palm Oil		Unable to estimate at this time. (Response option was available in prepared guidance document but not here)

F1.3

Has your organization experienced impacts related to forest risk commodities that have generated a substantive change in your business operations, revenue or expenditure in the reporting year?

No

F1.3a

Please identify the impacts related to forest risk commodities that have generated a substantive change in your business operations, revenue or expenditure in the reporting year

Forest risk commodity	Impact driver	Impact	Description of impact	Estimated financial impact	Response strategy	Description of response strategy
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F1.4

Please describe why you do not know if your organization experienced any impacts related to forest risk commodities that have generated a substantive change in your business operations, revenue or expenditure in the reporting year

Primary reason for being unaware of impacts	Comment
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Further Information

Module: Risk Assessment

Page: F2. Risk assessment

F2.1

Please select the option that best describes your procedures with regard to assessing deforestation risks and opportunities

Forest risk commodity	Deforestation risk assessment procedure	Operational coverage	Please explain
Timber	Deforestation risks are not assessed		Timber is in early stages of independent assessment and we have not yet completed an assessment of specific deforestation risks associated with the commodity.
Palm Oil	Undertaken independently of other risk assessments	Partial supply chain	Palm was assessed earlier than most commodities for the risk of deforestation, and independently of other assessments.

Forest risk commodity	Deforestation risk assessment procedure	Operational coverage	Please explain

F2.1a

Please provide further details on your risk assessment procedures with regard to deforestation risks and opportunities

Forest risk commodity	Frequency of monitoring	To whom are results reported?	Scale of risk assessment	How far into the future are risks considered?	Please explain
Palm Oil	Six-monthly or more frequently	Senior manager/officer	Tier 1 supplier(s)	Unknown	

F2.1b

Please identify which of the following criteria are factored into your organization's deforestation risk assessments

Criteria	Timeframe	Relevance	Please explain
Changes in availability and quality of forest risk commodities	Current Future	Relevant, included	
Impact of activity on the status of ecosystems and habitats	Current Future	Relevant, included	
Regulation			
Tariffs or price increases			
Loss of markets			
Stakeholder conflicts concerning forest			

Criteria	Timeframe	Relevance	Please explain
risk commodities			
Brand damage related to forest risk commodities	Current Future	Relevant, included	
Corruption			
Other			

F2.1c

Please provide any additional information about your approach to assessing deforestation risks here

In 2016 Target engaged its Owned Brand vendor base to:

- Determine volume of palm and palm kernel oil used in the Owned Brand products covered by its commitment;
- Determine percentage of palm oil supply that is certified, broken out by the different supply chain mechanisms;
- Evaluate our vendors' sustainability programs and claims, led by our partner, Proforest;
- Conduct webinars for our vendors, in conjunction with our partners Proforest, to highlight the importance of Target's commitment and expectations;
- Collect traceability information about our supply chains.

Target is one of the first retailers in the USA to embark upon supply chain traceability for palm oil, and this has involved awareness raising and training efforts with our vendors on how to trace back through their own supply chains.

F2.1d

If you have conducted a partial risk assessment, please identify any exclusions in the following table

Forest risk commodity	Exclusion	Please explain
Palm Oil	Specific supplier(s)	Branded products sold in our retail operations (including stores and online).

F2.2

Please explain why you do not have a process in place for assessing and managing deforestation risks, and whether you plan to introduce such a process in the future

Forest risk commodity	Primary reason for not having a process	Do you plan to introduce a process?	Timeframe	Comment
Timber	Insufficient knowledge of deforestation impacts from forest risk commodities	Yes	Next reporting year	

Further Information

Module: Implications

Page: F3. Risks

F3.1

Have you identified any inherent risks related to producing, marketing or sourcing forest risk commodities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Please select all that apply

Forest risk commodity	Risk
Timber	Reputational risks
Palm Oil	Reputational risks

F3.1a

For your selected forest risk commodities, please describe any inherent operational risks in your direct operations or supply chain driven by changes in physical parameters that have the potential to generate a substantive change in business operations, revenue or expenditure

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods

F3.1b

For your selected forest risk commodities, please describe any inherent risks in your direct operations or supply chain driven by changes in regulation that have the potential to generate a substantive change in business operations, revenue or expenditure

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods

F3.1c

For your selected forest risk commodities, please describe any inherent reputational risks in your direct operations or supply chain that have the potential to generate a substantive change in business operations, revenue or expenditure

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods
Timber	Negative	Country	Risk of decreased	Reduced	1-3 years	Direct	Unlikely	Low	

Forest risk commodity	Risk driver	Geographical scale	Description of risk	Potential impact	Timeframe	Direct operations/ supply chain	Likelihood	Magnitude of impact	Management methods
	media coverage		public and shareholder opinion due to lagging behind competitors.	demand for goods/service Reduced stock price (market valuation) Wider social disadvantage		operations			
Timber	Consumer market campaigns	Country	Risk of decreased public and shareholder opinion due to lagging behind competitors.	Reduced demand for goods/service Reduced stock price (market valuation) Wider social disadvantage	1-3 years	Direct operations	Unlikely	Low	
Palm Oil	Negative media coverage	Country	Risk of decreased public and shareholder opinion due to lagging behind competitors.	Reduced demand for goods/service Reduced stock price (market valuation) Wider social disadvantage	1-3 years	Direct operations	Unlikely	Unknown	
	Consumer market campaigns	Country	Risk of decreased public and shareholder opinion due to lagging behind competitors.	Reduced demand for goods/service	1-3 years	Direct operations	Unlikely	Unknown	

If you indicated in question F3.1 that you do not consider your organization to be exposed to operational risks related to producing, marketing or sourcing any of your selected commodities, please explain why in the table below

Forest risk commodity	Primary reason for not identifying risks	Please explain
Timber	Risks exist, but no substantive impact anticipated	Our relative size of business and ability to avoid substantive impact mean that although the risks exist, we will be able to manage through them.
Palm Oil	Risks exist, but no substantive impact anticipated	Our relative size of business and ability to avoid substantive impact mean that although the risks exist, we will be able to manage through them.

F3.3

If you indicated in question F3.1 that you do not consider your organization to be exposed to risks related to producing, marketing or sourcing any of your selected commodities driven by changes in regulation, please explain why in the table below

Forest risk commodity	Primary reason for not identifying risks	Please explain
Timber	Risks exist, but no substantive impact anticipated	Our relative size of business and ability to avoid substantive impact mean that although the risks exist, we will be able to manage through them.
Palm Oil	Risks exist, but no substantive impact anticipated	Our relative size of business and ability to avoid substantive impact mean that although the risks exist, we will be able to manage through them.

F3.4

If you indicated in question F3.1 that you do not consider your organization to be exposed to reputational risks related to producing, marketing or sourcing any of your selected commodities, please explain why in the table below

Forest risk commodity	Primary reason for not identifying risks	Please explain

Further Information

Page: F4. Opportunities

F4.1

Have you identified any opportunities related to producing, marketing or sourcing these commodities sustainably that have the potential to benefit your organization?

Forest risk commodity	Opportunities?
Timber	Yes
Palm Oil	Yes

F4.1a

Please describe the opportunities related to producing, marketing or sourcing these commodities sustainably, and your organization's strategy to capitalize on them

Forest risk commodity	Opportunity	Scale of opportunity	Strategy to realize opportunity	Timeframe	Comment
Timber	Increased brand value			1-3 years	Please see weblink: https://corporate.target.com/article/2017/04/forest-products-policy
Timber	Increased shareholder value			1-3 years	
Timber	Staff retention/ satisfaction			1-3 years	
Timber	Increased transparency			1-3 years	
Timber	Driving demand for sustainable materials			1-3 years	

Forest risk commodity	Opportunity	Scale of opportunity	Strategy to realize opportunity	Timeframe	Comment
Palm Oil	Increased brand value			1-3 years	
Palm Oil	Increased shareholder value			1-3 years	
Palm Oil	Staff retention/satisfaction			1-3 years	
Palm Oil	Increased transparency			1-3 years	
Palm Oil	Driving demand for sustainable materials			1-3 years	

F4.2

Please explain why you do not consider there to be any opportunities for your organization associated with producing, marketing or sourcing these commodities sustainably

Forest risk commodity	Primary reason for not identifying opportunities	Please explain

F4.3

Please explain why you don't know if there are any opportunities for your organization associated with producing, marketing or sourcing these commodities sustainably

Forest risk commodity	Primary reason for not knowing if there are opportunities	Please explain

Further Information

Module: Measure & Monitor

Page: F5. Measurement

F5.1

Do you own or manage land used for the production of any of your selected commodities? Please complete the table

Forest risk commodity	Own and/or manage land?	Size (Hectares)	Type of control	System in place to monitor deforestation?	Recent infractions?	Please explain
Timber	Don't own or manage land					
Palm Oil	Don't own or manage land					

F5.2

Does your organization collect production and/or consumption data for your selected commodities?

Forest risk commodity	Production and/or consumption data available?
Timber	Data not available
Palm Oil	Consumption data available, disclosing

F5.2a

Please disclose your production and/or consumption data using the table below

Forest risk commodity	Production/ consumption data	Volume	Metric	Full/Partial data?	If partial data, please explain
Palm Oil	Consumption data	3506	Metric tons	Full commodity production/consumption	

F5.3

Please explain why your organization is not disclosing production and/or consumption data for your selected commodities

Forest risk commodity	Primary reason for not disclosing production/consumption data	Please explain

F5.4

Please explain why production and/or consumption data is not available for your selected commodities

Forest risk commodity	Primary reason for not having production/consumption data	Please explain
Timber	Production/consumption of forest risk commodities not recorded at the corporate level	
Timber	Scoping of forest risk commodities in products/supply chain not completed	

Further Information

Page: F6. Traceability

F6.1

Do you have a system in place to track and monitor the origin of raw materials for your selected commodities?

Forest risk commodity	System to track and monitor origin of raw materials?
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F6.1a

Please describe the system you have in place to track and monitor the origin of raw materials for your selected commodities

Forest risk commodity	System	System coverage	If partial, % of total production/consumption tracked/monitored	Please explain
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F6.2

Please explain why you do not have a system in place to track and monitor the origin of raw materials for your selected commodities

Forest risk commodity	Primary reason for not having a system in place	Please explain
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F6.3

Please provide details on the level of traceability your organization has for your selected commodities

Forest risk commodity	% of total production/ consumption traceable	Traceability system	Point to which traceable	Exclusions	Exclusion description, if applicable	Comment
Timber	Don't know					
Palm Oil	Don't know					

F6.3a

Please describe your organization's approach to establishing traceability

We aim for each actor in our supply chain to ask the next level to establish all actors in the supply chain and place responsibility on our direct vendors to work with their other partners.

Right now for timber, we have some FSC chain of custody, which provides a high-level structure/framework for traceability, and we will continue to evaluate options for traceability in timber over the course of the following year(s).

Further Information

Module: Response

Page: F7. Governance and strategy

F7.1

Please indicate where the highest level of direct responsibility for deforestation risk lies within your organization and detail the frequency and nature of engagement on the issue

Highest level of responsibility	Name/position of individual or name of committee	Frequency of briefing	Nature of engagement
Board or individual/sub-set of the Board or committee appointed by the Board	The Board has oversight over the Corporation's reputation and corporate social responsibility efforts. Day-to-day decisions rest with a committee of leaders (not appointed by Board) including: - Amanda Irish, VP Owned Brand Essentials - Jennifer Silberman, VP CSR, Chief Sustainability Officer - Irene Quarshie, VP Target Sourcing Services, Quality and Compliance - Sarah Thorson, VP Product Design & Development	Quarterly	This group is responsible for approving all public facing policies and goals related to timber and palm oil deforestation risk, and often other related work as well.

F7.2

Have you evaluated how the availability or quality of forest risk commodities could affect your organization's growth strategy?

Not evaluated

F7.2a

Please explain how you evaluated the effects of the availability or quality of forest risk commodities on the success (viability, constraints) of your organization's growth strategy

F7.3

Please explain why you have not evaluated how the availability or quality of forest risk commodities could affect the success (viability, constraints) of your organization's growth strategy

Primary reason for not evaluating potential impact on growth strategy	Please explain
Insufficient knowledge of deforestation impacts from forest risk commodities	Other reasons include: Insufficient resources to complete risk assessment Insufficient data on operations

Further Information

Page: F8. Policies

F8.1

Does your organization have a policy that recognizes the role of reducing deforestation for climate change mitigation and sets out clear goals and guidelines for action?

Policy	Please explain
No	We recognize that deforestation is a contributor to climate change, but have not yet set out clear goals and guidelines for action.

F8.2

Has your organization made a commitment to reduce or remove deforestation and forest degradation from your direct operations and/or supply chain?

No

F8.2a

Please identify which of the following criteria are specifically stated in your organization's commitment to reduce or remove deforestation and forest degradation from your direct operations and/or supply chain

Criteria	Commodity coverage	Operational coverage	% of total production/ consumption covered by commitment	Commitment timeframe	Please explain
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F8.3

Please explain why your organization has not made a commitment to reduce or remove deforestation and forest degradation from your direct operations and/or supply chain, and whether you plan to do this in the future

Primary reason for not having made a commitment	Do you plan to introduce a commitment?	Please explain
Insufficient knowledge of deforestation impacts from forest risk commodities	Yes	

F8.4

Do you have commodity specific sustainability policies?

Forest risk commodity	Commodity specific sustainability policies?	Criteria	Cut-off date, if applicable	Please explain
Timber	Yes	Zero deforestation and forest degradation High Conservation Value (HCV) management Legality	1994	In addition, Target believes that use of post-consumer recycled and alternative (non-wood) fibers should be increased to reduce the pressure on forests. Target aims to increase the use of recycled materials in our products and packaging when available and meeting product performance requirements and competitive market conditions.
Palm Oil	Yes	Zero deforestation and forest degradation Zero net deforestation and forest degradation High Conservation Value (HCV) management High Carbon Stock (HCS) management	Not applicable	

Forest risk commodity	Commodity specific sustainability policies?	Criteria	Cut-off date, if applicable	Please explain
		No peatland conversion Free, Prior and Informed Consent (FPIC) Legality		

Further Information

Page: F9. Standards and targets

F9.1

Do you have any environmental standards for the production of raw materials for your selected commodities, other than third party certification schemes?

Forest risk commodity	Production standards in place?	Please describe your production standards	Comment

F9.2

Does your organization enforce any procurement standards that impact your sourcing of forest risk commodities?

Forest risk commodity	Procurement standards in place?	Monitor compliance?	Impact on sourcing activities	Please explain
Timber	Yes	Yes	Factored into supplier selection process Impact on supplier engagement strategy	
Palm Oil	Yes	Yes	Factored into supplier selection process Impact on supplier engagement strategy	

F9.3

Are you involved in any multi-partnership or stakeholder initiatives relating to the sustainability of these commodities? Please describe your role

Forest risk commodity	Involved in initiatives?	Initiatives	Please explain
Timber	Yes	WWF Global Forest & Trade Network (GFTN) The Consumer Goods Forum (CGF) Sustainable Packaging Coalition (SPC)	
Palm Oil	Yes	The Consumer Goods Forum (CGF) Roundtable on Sustainable Palm Oil (RSPO)	

F9.4

Do you specify any third party certification schemes for your selected commodities? Please indicate the percentage of total production and/or consumption currently certified

Forest Risk Commodity	Specify third party certification schemes?	% of total production/ consumption certified	Certification scheme breakdown	Please explain
Timber	FSC PEFC SFI	Don't know	FSC Chain of Custody PEFC Chain of Custody SFI Chain of Custody	
Palm Oil	RSPO	21-30%	RSPO GreenPalm RSPO Mass Balance RSPO Segregated	

F9.5

Do you have any quantified targets for third party certified materials in your direct operations and/or supply chains?

Forest risk commodity	Quantified targets for third party certification?	Certification scheme breakdown	Baseline year	Target year	Coverage	% of materials third party certified in target year	Please explain
Palm Oil	RSPO	RSPO GreenPalm RSPO Mass Balance RSPO Segregated	2016	2018	Supply chain	100%	

F9.6

Do you have any quantified targets for sustainable production and/or procurement, other than third party certification?

Forest risk commodity	Quantified targets for sustainable production/ procurement?	Type of target	Baseline year	Target year	Coverage	% of materials to meet requirements in target year	Please explain
Palm Oil	Yes	Sustainable procurement	2016	2018	Supply chain	100%	
Palm Oil	Yes	Traceability	2016	2018	Supply chain	100%	

Further Information

Page: F10. Engagement

F10.1

Have you identified sufficient sources of sustainable materials to meet your operational needs? Please explain what you are doing to ensure security/continuity of supply

Forest risk commodity	Current demand	Future demand	Actions to ensure security/ continuity of supply	Please explain
Timber	Yes	No	Supplier improvement plans to increase capacity of supply	Once we have more data and a better understanding of the potential impact of our supply chain, we will also plan to engage in capacity building activities in the value chain.
Palm Oil	Yes	No	Supplier improvement plans to increase capacity of supply	Once we have more data and a better understanding of the potential impact of our supply chain, we will also plan to engage in capacity building activities in the value chain.

F10.2

Are you working with smallholders to encourage and support sustainable forest management practices?

Forest risk commodity	Working with smallholders?	Please explain
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F10.3

Are you working with your direct suppliers to support and improve their capacity to supply sustainable materials?

Forest risk commodity	Working with direct suppliers?	Supplier engagement strategy	Please explain
Timber	Yes	Encouraging certification Supplier questionnaires on environmental and social indicators Supplier audits	As our work in timber matures, we intend to undertake several other strategies listed in order to achieve our goals.
Palm Oil	Yes	Developing or distributing supply chain mapping tool Encouraging certification Encouraging work with multi-stakeholder groups Supplier questionnaires on environmental and social indicators Workshops and training Technical support	Our teams provide broad support for our owned brand suppliers working with palm to aid in their progress toward achieving our goal.

F10.4

Are you working beyond the first tier of your supply chain to manage and mitigate risk?

Forest risk commodity	Work beyond first tier of supply chain?	Please explain
Timber	No	While we rarely engage with suppliers beyond the first tier, we try to engage our first tier suppliers in ways that enable them to engage deeper within the supply chain.
Palm Oil	No	While we rarely engage with suppliers beyond the first tier, we try to engage our first tier suppliers in ways that enable them to engage deeper within the supply chain.

F10.5

Do you engage in activities that could either directly or indirectly influence the market for sustainable forest risk commodities?

Activity	Please explain
Increasing demand for sustainable materials Increasing awareness of sustainable materials	

Further Information

Module: Challenges

Page: F11. Barriers and challenges

F11.1

Please describe any key barriers or challenges to achieving deforestation free direct operations and supply chains

Our primary challenge is that we rely upon the remainder of our supply chain actors when impacting change through policies and goals. As a retailer, we rarely have visibility beyond our first tier of suppliers, let alone control over sourcing, procurement, or manufacturing processes beyond what we specify for a finished product.

Additionally, since we don't source these commodities directly, and we only use them in small amounts, we're at the mercy of others to collect accurate data and information. Due to these facts, we also have some reliance upon certification, which is often more expensive, laborious and difficult to achieve for our suppliers. Finally, as a mass retailer active in many categories of consumer goods, our supply chain is wide and shallow, meaning we have many vendor partners with small amounts of business, thus making data collection, enforcement of policies and impact on deforestation difficult to achieve.

F11.2

Please describe any measures that would improve your organization's ability to manage deforestation risk

The three primary measures that would improve our ability to manage deforestation risk are the responsiveness of supply chain partners and their willingness to engage on deforestation-related projects, continued representation for U.S. specific businesses across industry groups and collaborative initiatives (similar to the RSPO) and visibility into parts of our supply chain beyond our current capabilities.

Further Information

Module: Sign Off

Page: F12. Sign off

F12.1

Please provide the following information for the person that has signed off (approved) your CDP forests response

Name	Job title	Corresponding job category
Greg Downing	Sustainability Manager	Environment/Sustainability manager

Further Information

CDP 2017 Forests 2017 Information Request