2021 Target Corporate Responsibility Report

What's Inside

Custom illustrations by Juxtaposition Arts' Graphic Design Lab, led by an apprentice and Lab Lead mentor. For over two decades, the North Minneapolis creative development organization has provided support to youth artists with the help of industry professionals to foster creativity in the next generation of artists.

The Big Picture

For decades, we have been helping all families discover the joy of everyday life.

Between the global COVID-19 pandemic and the ongoing fight for racial equity and social justice, our company and our communities have been tested like never before. Across the U.S., the impacts of climate change were seen as wildfires burned throughout the West and storms hit Texas, Florida and their surrounding states.

Throughout these challenges, our response has been to double down on all the things that make Target a place where we're proud to work. We rapidly adjusted policies, processes and our operations to take care of our team members and guests, putting their safety first during the pandemic. We have also prioritized and invested more than $1 billion more in 2020 than 2019 in the health, safety and well-being of our team members. We accelerated our commitment to and investment in creating a truly inclusive workplace and worked to advance equity in our communities and diversify our supply chain.

And we're building on our rich heritage and company purpose by renewing what sustainability means at Target, including announcing a new strategy and goals that will carry our impact forward in the years to come.

About This Report

Scope

This report, Target's 2021 Corporate Responsibility (CR) Report, was published in August 2021 and reflects activities and initiatives in our fiscal year 2020 (February 2, 2020–January 30, 2021), as well as certain subsequent events and initiatives that occurred after the end of fiscal year 2020, which we have endeavored to note as such. All quantitative company data, unless otherwise stated, reflect fiscal year 2020. Unless noted, goals and other data in the report reflect our U.S. operations and/or owned-brand portfolio, as relevant.

Our last report, the 2020 Target Corporate Responsibility Report, was published in September 2020.

Report Structure

This report follows an environmental, social and governance (ESG) structure, leading with the People (social) section, because people are at the center of what makes Target what we are, followed by Planet (environmental) and Business (governance).

We are reporting against our most material topics, identified during our 2018–2019 materiality assessment and 2020 stakeholder engagement. For purposes of this report, we use the Global Reporting Initiative's 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.

This report has been written for a broad range of stakeholders, including but not limited to our team members, guests, suppliers, investors and nonprofits. To improve ease of use and comparability with peers, we index our reporting against frameworks from the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), UN Guiding Principles Reporting Framework (UNGPRF) and the UN Sustainable Development Goals (SDGs), where applicable. Icons at the beginning of each section clearly indicate what reporting framework is being responded to by the content that follows.

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 principal forward-looking statements in this report include (1) our goals, commitments and programs; (2) our business plans, initiatives and objectives; (3) our assumptions and expectations; (4) the scope and impact of our corporate responsibility risks and opportunities; and (5) standards and expectations of third parties. 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 included in Part I, Item 1A, Risk Factors of our Form 10-K for the fiscal year ended January 30, 2021, 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.

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

Throughout this report, you will see the following three icons used to express how a topic relates to our ESG priorities:

Key
👥 People
🌐 Planet
💼 Business

A Message From Our Chairman and CEO

Target was born from the ambition to serve. And as I look back on the watershed year we all just experienced together, it's clearer than ever that, for our team, growing and winning start with care.

2020 was a year in which our team wanted nothing more than to take care of those around us. As an essential business in America's response to COVID-19, we put our business operations, strategy and capabilities to work doing just that.

Taking care of our team, guests and communities is a natural result of the purpose that drives each of us at Target—to help all families discover the joy of everyday life. Guided by our values of inclusivity, connection and drive, this team steps up each and every day to make everyday life better for all.

Stepping Up Starts With Team

Today, millions of families are turning to Target like never before. As a result, we're growing rapidly and delivering incredibly strong business results. We've built enduring trust with our guests throughout the pandemic, in large part because of the investments we've made for several years—in our stores, in technology, in same-day fulfillment services and supply chain innovation, and, most importantly, in our team. These investments were intended to make Target the easiest place to shop. As the pandemic unfolded, they also made Target the safest shopping experience for our team and guests.

Our team is the key factor in our continuing success. The aspiration to serve all families starts with the family of 350,000 team members who gather every day to serve our guests and communities. In 2020, we dedicated well over

a billion additional dollars to our team's safety and well-being, as you'll see detailed in this report. And we're going to keep investing in our team—through access to opportunity; to training, development and equitable career advancement; to a culture where everyone can care, grow and win together; and to a $15 starting wage that led our industry and is well above the national minimum.

Addressing Racial Inequity

The significant commitments we've made to racial equity also started with our team. Our focused diversity, equity and inclusion (DE&I) strategy dates back a decade and a half. We publicly release ambitious DE&I goals on a regular basis, against which we've made good progress. And last year we created our Racial Equity Action and Change (REACH) Committee to further accelerate progress for Black team members, guests and communities. Initiatives created by REACH, like our pledge to increase representation of Black team members across our team by 20% in the next three years, are attempts to dismantle systemic inequities. Other initiatives, like our full-team anti-racism trainings and immersions, are intended to support empathy, acumen and effective action for everyone at Target.

As you'll see in the pages ahead, the actions we've taken to advance racial equity outside our company are also very substantial, and they're designed to have a lasting positive impact well beyond our core business. They include our plan to spend $2 billion with Black-owned businesses by 2025, the creation of our Scholars Program in partnership with historically Black colleges and universities (HBCUs), and cofounding the OneTen coalition to hire, train and advance a million Black Americans without college degrees, to name a few.

An Equitable and Regenerative Future

After many months of global and social crisis, we're more certain than ever that we can put Target's unique business strengths, our size and scale, purpose and values to work for all families.

And we're not standing still. In fact, we're boldly organizing to help address global challenges and drive better outcomes for all people and the planet.

Early this summer, we introduced Target Forward, the newest chapter in our enterprise sustainability strategy. Target Forward builds on our decades of corporate responsibility and sustainable practices in a way that will influence every corner of our business and deepen our collaboration with community and business partners.

Our ultimate goal is to co-create an equitable and regenerative future for all. And to do that we've organized our efforts around three key ambitions: designing and elevating sustainable brands; innovating to eliminate waste; and accelerating opportunity and equity. Through Target Forward we've articulated new goals, with transparent public measurements, and accelerated our progress on goals we'd already announced. For instance, we're committing to moving faster toward net zero emissions, which we'll now achieve by 2040.

As we've seen for years, sustainability builds resiliency in our operating model and fuels growth and innovation. So this is work that's important not just to our team and guests, our investors and communities, but to ensuring our business model remains durable for years to come.

Confidence Comes From Our Team

As I look to the future, I couldn't be more confident in the contributions Target will continue to make. And I couldn't be more grateful for our team.

Each and every day, they come to work for all families. They care. They anticipate. They adjust in any environment to keep delivering for our guests.

And in doing so they keep our business, our ambitions and our impact growing—moving our company and all of our stakeholders forward toward brighter days.

Sincerely,

Brian Cornell
Chairman and CEO

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Q&A With Our SVP of Corporate Responsibility & President of the Target Foundation

What do you think differentiates Target and how do you believe that has helped Target perform through another challenging year?
What makes me proud to work at Target is our deeply human approach to our business. That's always been true of this company. And that's what guided us in 2020 as we worked to keep our guests and team members safe during the pandemic, use the power of our brand to address the effects of systemic racism and build a sustainability plan that's integrated into every area of our business.

You can see this in a number of ways:

- The $1 billion we invested in the health, safety and well-being of our team last year—including accelerating our move to raise our minimum starting wage to $15 an hour, as well as adding new mental health and child-care benefits
- The financial and pro bono support we provided for Black, Indigenous and people of color (BIPOC) communities in the wake of the murder of George Floyd
- And how we've continued to use Target's historic strength in great design to elevate our efforts in areas like sustainability and inclusion—with stores, products and experiences that limit Target's impact on our environment and ensure that all guests feel welcomed, represented and respected when they engage with our brand.

Target is a big company, but we're incredibly agile and responsive, and we're committed to using our size and scale to make a difference for our team members, our guests and our communities.

What are the most important changes to sustainability at Target to come out of the last year?
At the highest level, I think one of the most important things we've done over the last year is continue to create a culture where our values guide our actions. That's so important in corporate responsibility because when your strategy and tactics are consistent with what you are as a company, it's much easier to embed that work into every area of your business.

For instance, we've made sustainability a key pillar in Target's strategic roadmap. And our new sustainability strategy, Target Forward, reflects that enterprise-wide commitment. Focused on designing and elevating sustainable brands, innovating to eliminate waste, and accelerating opportunity and equity, Target Forward isn't owned by a single team, it's owned by every team at Target.

Another example of this is the REACH Committee. Target has a long-standing commitment to DE&I. But in creating REACH, with leaders drawn from across the company, we've been able to accelerate our efforts to dismantle the effects of systemic racism through initiatives focused on supporting our team, our business partners and our communities.

What are you excited about as the new sustainability strategy launches?
I believe a company can only make transformative progress when it measures performance. Our new strategic framework has measurable goals that'll inspire our teams across the enterprise and offer a clear foundation for their work. The Target Forward strategy will also showcase our bold ambitions for the future and offer greater transparency for our stakeholder groups.

I'm also excited about the holistic way that the environmental, social and ethical pillars of sustainability are being integrated into our business. That connection to the business is vital to keeping our work relevant with team members, communities and stakeholders. And the success of our work is ultimately vital to Target's long-term success.

What have been the key challenges of the last year?
I've been so grateful for the Target team. Their humility, their agility and their passion for their work has inspired me so many times over the last year. Our team has shown a commitment to listening, building trust and living our values of inclusivity, connection and drive. This has always been a part of what makes Target special, but in the face of historic challenges, our values have come through like never before.

For all of us, I'll say that we know the issues we're working on are too big to tackle alone and that success won't happen overnight. But being curious and open to new ideas makes us better.

We've come so far over the last year. We've set bold goals, we've pushed ourselves and we've made incredible progress toward our sustainability ambitions. We should celebrate that—and be excited about what that means for our future, as we move Target Forward.

Amanda Nusz
Senior Vice President of Corporate Responsibility & President of the Target Foundation

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Who We Are

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Our Purpose

To help all families discover the joy of everyday life—that's Target's purpose, and there are countless ways we live it.

Our Values

Our values of **inclusivity**, **connection** and **drive** are how we bring our purpose to life.

Our Culture

Our culture is to **care**, **grow** and **win together**:

Care: We show up for each other, make people the priority and treat each other with respect. We believe in lifting each other up and valuing our relationships with one another and our guests above all else.

Grow: We invest in our people, focus on their development and create opportunities to reach their fullest potential. We believe that continuous learning and improving is the best way to grow our business.

Win Together: We do the right thing, win the right way and succeed as part of a team. We believe in the collective power of difference to accomplish more and strive to continuously make things better for each other and our guests.

About Us

We are headquartered in Minneapolis, Minnesota, with 20 office locations globally and more than 1,900 stores in all 50 U.S. states and the District of Columbia. We are one of the largest U.S. retailers, with over 350,000 team members helping us meet the needs of over 30 million guests a week in stores and online.

We are committed to providing inclusive and sustainable choices that support the needs of our guests, align with their values and uplift and protect the people, communities and ecosystems along our value chain. As we work to meet these commitments, we are guided by our Code of Ethics and a strategy that is an expression of our purpose and values of inclusivity, connection and drive.

No matter how our guests choose to shop with us—in-store or through our digital channels—we aim to make their experience easy and inspiring, at an only-at-Target value.

Noteworthy Awards and Rankings

Fortune
No.14 Best Companies to Work For 2021
No.2 Best Big Companies to Work For 2021
No.17 World's Most Admired Companies 2021
No.3 Best Large Workplaces for Women
No.10 Best Large Workplaces for Millennials

DiversityInc (2021)
No.29 Top Companies for Diversity
No.7 Top Companies for Talent Acquisition for Women of Color
No.4 Top Companies for Board of Directors

Great Place to Work
No.12 PEOPLE Companies that Care

JUST Capital
No.1 Industry
No.15 Overall
No.2 COVID-19 Corporate Respose

2021 Bloomberg Gender-Equality Index
100% 2021 Disability:IN **Disability Equality Index**
Working Mother 2021 **Best Companies for Multicultural Women**

100% on 2021 **Human Rights Campaign** Corporate Equality Index

1,900+
stores and
44 distribution
centers in the U.S.

$93,561 million
total sales
for 2020

$245 million
in cash and
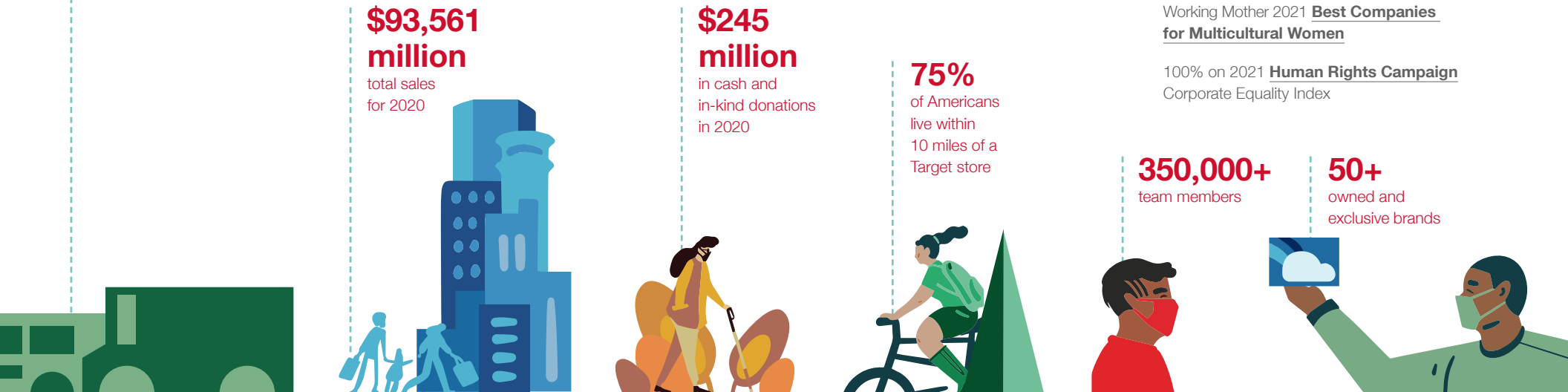in-kind donations
in 2020

75%
of Americans
live within
10 miles of a
Target store

350,000+
team members

50+
owned and
exclusive brands

Year in Review

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Invested an additional $1 billion in the well-being, health and safety of team members, including:

• Increased wages and bonus payouts
• Paid leave support
• Free access to health care through virtual doctor visits for all team members
• Free backup care for all U.S. team members
• Donation to the Target Team Member Giving Fund

ⓘ Learn more

$245 million in cash and in-kind donations given to communities as part of our 5% commitment, including:

Target and Target Foundation together committed $10 million to support nonprofit partners focused on addressing the systemic and structural barriers facing Black communities

We also committed an additional $10 million to expand assistance to our team members, as well as local, national and global organizations responding to the COVID-19 pandemic

More than $7 million to 2,500 local + national nonprofits via Target Circle guest-directed giving

Donated the equivalent of over 78 million meals in pounds of food to support families across the country

ⓘ Learn more

As a founding partner of the Consortium to Reinvent the Retail Bag, announced nine cutting-edge potential designs for the retail bag of the future, with the end goal of reducing plastic waste

ⓘ Learn more

Launched the Disability & Mental Health Business Council to further foster an inclusive culture around disability, mental health and neurodiversity
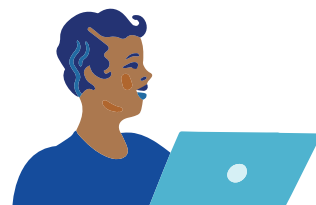
ⓘ Learn more

As part of our REACH strategy, committed to spend more than $2 billion with Black-owned businesses by the end of 2025, including:

• Increasing the number of products from Black-owned businesses
• Spending more with Black-owned companies
• Establishing new resources to engage with Black entrepreneurs to help them grow and scale their businesses in mass retail
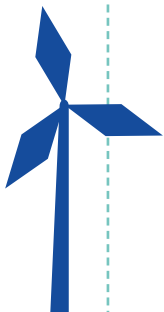
ⓘ Learn more

Achieved our commitment to provide 10,000 hours of pro bono consulting services[1] for Black- and people-of-color-owned small businesses in the Twin Cities

ⓘ Learn more

Signed new wind and solar power purchase agreements that will address approximately 22% of our electricity use, furthering our commitment to power our operations with renewable energy
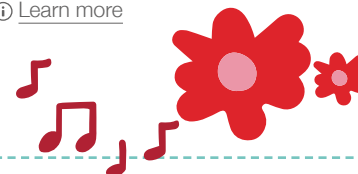
ⓘ Learn more

Launched Target's Circular Design Guide—an internal, interactive training hub for all team members to learn about circular design and how it impacts their daily work

ⓘ Learn more

Spritz line of recyclable and reusable party supplies launched three new party collections, including bags and wraps, and compostable plates, cups and cutlery

ⓘ Learn more

Partnered with Arbor Day Foundation to support wildfire reforestation and planted 100,000 trees to restore lands affected by California's Camp and Carr Fires

ⓘ Learn more

1   Achieved as of June 2021.

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Our Continuing Response to COVID-19

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Team Members

The safety and well-being of our people is always a priority, and this was even more true in 2020 as we responded to COVID-19 by introducing new short-term and permanent benefits to help our team navigate the new normal to take care of themselves and their families.

We responded quickly by rolling out health, well-being and safety programs, waiving our absenteeism policy and offering paid leave for COVID-19-related illness and for vulnerable team members. We also provided free access to health care through virtual doctor visits and free support care including backup care and mental health counselling for all U.S.-based team members.

We provided personal protective equipment (PPE), thermometers and at-home health checks. Throughout 2020, we recognized the outstanding efforts of our hourly team members serving our guests and keeping our stores operating during a difficult time. This was done by accelerating our commitment to $15 as our minimum hourly wage, offering a temporary $2 pay differential and providing over $350 million in various bonuses, with our most recent $500 bonus to say "thank you" in January 2021.

As vaccination programs get underway, we are focusing on removing barriers by providing free Lyft rides to and from appointments, if needed, and up to four hours of pay for our hourly team members when they get their vaccines. We also offer paid time off for team members who may have an adverse reaction after their vaccine.

Guests

We continue to support our guests by keeping Target a safe and easy place to shop. We provide masks to guests who need them and have limited the number of guests inside at any one time to maintain safety and social distancing. We sanitize carts and baskets between use and make sure we stay stocked up on essentials and in-demand items. We have put plexiglass shields in all our checkout lanes. We also remodeled our stores to reduce physical touch points, including hands-free faucet facilities in restrooms and contactless pay points. This was supported by the installation of HEPA filters to help purify the air in stores.

Communities

During a significant part of 2020, Target and the Target Foundation focused on providing flexible and responsive funding, with the aim of supporting community partners to quickly adapt to the changing landscape brought on by COVID-19. More than $10 million was invested to support community safety and recovery efforts. Find the full list of recipients here.

We enabled our Target Circle members to help direct Target's giving by offering new options focused on COVID-19 relief efforts—such as the Center for Disaster Philanthropy—in addition to local community nonprofits. To help businesses in our home state of Minnesota and beyond reopen, we shared the SAFE Retail toolkit, a package of operational resources based on our team members' own learnings and insights from Target's pandemic response efforts.

In addition, our supply chain and technology experts stepped up to help Minnesota government officials manage the high demand for PPE by working with them for weeks on inventory, processing, storage and efficient dispatch. Across the country, we also distributed 2 million KN95 masks to the hardest-hit communities.

Supply Chain

In 2020, we built on our approach to have a people-first response to the impacts of the COVID-19 pandemic in our supply chain.

At Target, we recognize the important role we play in responsible sourcing and caring about the people behind our products. We are committed to honoring our supplier contracts and paying for orders already produced or in production, as we place great value on the relationships we have with our supplier partners, including the workers.

Our Diversity, Equity & Inclusion Journey: Going Further

SDG

For 15 years, our DE&I strategy has guided our efforts around creating an inclusive guest experience and work environment, advancing workforce diversity and championing societal impact. Through a continued focus on goal setting and extensive inclusion acumen training, the outcomes of our work have shown up in exciting inclusive product assortments and powerful collaborations with leading DE&I groups.

Our Approach

Our approach is grounded in listening to and learning from our valued stakeholders and internal teams so that we never stop growing and improving. And even though we have a dedicated Diversity, Equity & Inclusion team orchestrating our strategy, and Diversity Action Committees in each business unit to keep us accountable and driving accountability and commitment to a culture of inclusion and belonging, for Target, DE&I doesn't belong to a single team or department. It's everybody's responsibility—and always has been.

Our DE&I strategy focuses on four pillars:
Inclusive guest experience
Inclusive work environment
Workforce diversity
Societal impact

Our pillars ensure that DE&I is embedded at every level and in every way we work as a company, and in how we impact the communities around us.

Within Our REACH

In 2020, our hometown was the epicenter of the racial justice protests that shook not just the U.S., but the world. Our community was a flashpoint for pain and a racial reckoning, and Target doesn't just stand with families from diverse backgrounds—we are actively working to be a partner in driving change. Our stores are meant to be a place of safety and inclusivity, where all guests feel welcomed.

To do this, we are guided by our REACH Committee, composed of six senior leaders from across our company.

REACH focuses its activities across four pillars:
Team
Guests
Communities
Public Policy & Civic Engagement

We're committed to using Target's size, scale and resources to create positive change and advance racial equity for our team members and guests across all areas of Target's business and communities. For example, in April 2020, we announced our commitment to increase representation of Black team members across the company by 20% by 2023 by sharpening our focus on advancement, retention and hiring. Additionally, as part of our REACH strategy, we pledged to spend more than $2 billion with Black-owned businesses by the end of 2025. This will help us realize our ambition to create more equitable experiences while using our size, scale and resources for businesses beyond Target. We look forward to advancing equity, inclusion and belonging for all through the work that will be continued as part of our recently launched new commitment, Target Forward.

Video: Diversity, Equity & Inclusion Goals 2021

Our CR Legacy

Our Greatest Achievements

Key

People
Planet
Business

1918
George D. Dayton creates The Dayton Foundation (now known as the Target Foundation)

1946
Establishes giving 5% of profit to communities

1997
Take Charge of Education launches

1999
Target House opens at St. Jude Children's Research Hospital

2009
Reusable bag program launches—a 5-cent discount for every reusable bag a guest uses during a shopping trip

2010
$1 billion commitment to education announced

Provides front-of-store recycling stations for plastic bags, electronics and other items

2011
Commitment to sell only sustainable seafood by 2015 announced

2013
Alliance for Bangladesh Worker Safety launches, with Target as a founding member

2014
Made to Matter Collection launches, comprising leading natural, organic and sustainable brands

2015
AVA & VIV launches, providing plus-size clothing that offers top styles for every body

Publishes the #TakePride manifesto in support of the LGBT community

Joins forces with GoodWeave to support its mission to end child labor in the handwoven rug industry in India

Announces eight new sustainability commitments as part of the White House's Climate Pledge

2016
Announces new responsible sourcing and sustainable design goals around product, manufacturing and worker well-being, encompassing existing cotton, polyester and forest product material goals, chemicals, climate and water work

Adds Caroline's Cart to stores, providing a shopping cart with an easy-to-access, large seat in front to help special needs guests and their families

First car seat trade-in event to collect hard-to-recycle items

2017
Commits to increasing the minimum hourly wage to $15 by the end of 2020

Introduces Cloud Island baby brand with textiles products certified to Standard 100 by OEKO-Tex, meaning they're free of more than 300 potentially harmful substances

2018
Begins printing Target's Weekly Ad on paper certified by the Forest Stewardship Council (FSC) as coming from responsibly managed forests

Introduces eight cosmetic brands created by a diverse group of women and designed to inclusively meet the unique needs of guests

Donates more than $3 million to local nonprofits to aid recovery efforts after events including Hurricane Florence, Hurricane Michael, wildfires in California, Super Typhoon Mangkhut in Hong Kong and an earthquake in Indonesia

Launches the Team Member Giving Fund built on donations from Target and team members to provide assistance to team members facing hardships immediately after natural disasters

Signs the Fashion Industry Charter for Climate Action and becomes the first U.S.-based brand partner of Fashion for Good (FFG)

2019
Everspring household essentials brand launches to offer more than 70 items that include biobased or recycled materials or natural fiber

Good & Gather grocery brand launches to provide products made without artificial flavors and sweeteners, synthetic colors and high fructose corn syrup

Releases comprehensive climate goals approved by the Science Based Targets initiative (SBTi)

2020
Target and the Target Foundation together commit a total of $20 million, split equally between COVID-19 relief and assistance and advancing social justice

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Our New Sustainability Strategy—Target Forward

Launched in June 2021

◎ forward

`SDG`

The Next Era

In June 2021, we unveiled Target Forward, our new sustainability strategy that puts our business to use to positively impact both people and the planet.

We know sustainability is tied to business resiliency and growth, and that our size and scale can drive change that is good for all. Building on our legacy of corporate responsibility and sustainable practices, Target Forward marks a new era in sustainability for our company, as we aim to co-create an equitable and regenerative future with our guests, partners and communities.

Target Forward is anchored to our company's purpose to help all families discover the joy of everyday life, and influences every corner of our business, deepens our collaboration with our partners and builds on our past efforts to ensure a better future for generations to come.

We're focused on restoring and regrowing natural systems, and ensuring our team, communities and partners around the globe can thrive.

Our efforts in collaborating to bring equitable, sustainable solutions for our communities and the environment can already be seen throughout our business—from our inclusive and sustainable product assortments and the increasing renewable energy footprint in our operations to our social justice commitments and philanthropic support of underserved communities at home and around the world. Target is committed to co-creating alongside partners, communities and purpose-driven organizations, and to continuous listening and improvement as we work to achieve our goals. Together, we can drive real, lasting change and create a brighter future for all.

Sharing our progress is an integral part of Target Forward. We'll provide updates as we meet key milestones, and we'll share in-depth reporting here, in our annual Corporate Responsibility Reports, so our stakeholders can track our progress.

Our Ambitions

The commitments Target is making with Target Forward work toward three critical ambitions:

Design and elevate sustainable brands

Target aims to elevate owned, national and emerging sustainable brands that are affordable, inclusive and inspirational

Target is committed to a sustainable and inclusive supply chain that is just and equitable for all workers

Innovate to eliminate waste

Target plans to partner across the value chain to design solutions that eliminate waste while providing ease and convenience

Target commits to being a net zero enterprise by 2040

Accelerate opportunity and equity

Target aims to create an equitable and inclusive workforce and workplace

Target will help enable the vitality and resilience of our team and the communities we serve

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Looking Ahead to 2030 and Beyond

Design and elevate sustainable brands

Target aims to elevate owned, national and emerging sustainable brands that are affordable, inclusive and inspirational

- ◎ **By 2030, Target aims to be the market leader for creating and curating inclusive, sustainable brands and experiences**

  Initial milestone:
  - By 2030, Target intends for the leading raw materials (e.g., forest products, cotton and more) that go into our owned-brand products to be 100% recycled, regenerative or sustainably sourced

- ◎ **By 2025, Target plans for 100% of our owned brands, in addition to our owned-brand limited-edition and brand partnerships, to adhere to Target's already established sustainability standards**

Target is committed to a sustainable and inclusive supply chain that is just and equitable for all workers

- ◎ **By 2025, Target plans for 100% of suppliers to have policies and programs to advance gender equity**

  Focus areas of these policies and programs include:
  - Equitable systems for hiring and advancement
  - Financial security for their workers
  - Effective anonymous channels for incident reporting
  - Access to gender-responsive health information and services for their workers

- ◎ **By 2025, we plan for 100% of owned-brand suppliers to regard Target's purchasing practices as industry-leading**

  - We intend all strategic business partners to rate Target's purchasing practices at 4 stars or above on the Better Buying Supplier Survey
  - We plan for owned-brand products to be measured using industry-leading Impact Profit & Loss methodology
  - We plan for all owned-brand suppliers to pay workers digitally

Innovate to eliminate waste

Target plans to partner across the value chain to design solutions that eliminate waste while providing ease and convenience

- ◎ **By 2040, Target plans for 100% of our owned-brand products to be designed for a circular future**

  Our teams will continue designing to eliminate waste, using materials that are regenerative, recycled or sourced sustainably to create products that are more durable, easily repaired or recyclable

  Initial milestone:
  - By 2025, Target aims to offer two circular owned brands

- ◎ **By 2025, Target intends to reduce annual total virgin plastic in our owned-brand packaging by 20%**

  Initial milestone:
  - By 2025, Target intends to have 100% of our owned-brand plastic packaging be recyclable, compostable or reusable

Target commits to being a net zero enterprise by 2040

- ◎ **By 2040, Target commits to net zero greenhouse gas (GHG) emissions across our enterprise**

  Initial milestones:
  - By 2023, 80% of Target's suppliers by spend covering all purchased goods and services will set science-based Scope 1 and Scope 2 targets
  - By 2025, Target commits to source 60% of our electricity from renewable sources for our operations

  - By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature
  - By 2030, Target commits to source 100% of our electricity from renewable sources for our operations
  - By 2030, Target commits to achieve 50% absolute reduction in operations emissions (Scope 1 and 2) from a 2017 base year
  - By 2030, Target commits to achieve 30% absolute reduction in supply chain emissions (Scope 3) covering retail purchased goods and services from a 2017 base year)

- ◎ **By 2040, achieving net zero GHG emissions in our supply chain**

  - By 2025, Target plans to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature
  - By 2030, Target aims to achieve 30% reduction in supply chain emissions (Scope 3)
  - By 2040, Target aims to achieve net zero emissions in our supply chain (Scope 3)

- ◎ **By 2030, Target plans to achieve zero waste to landfill in U.S. operations**

  Initial milestones:
  - By 2030, Target intends to divert 90% of waste from landfill through reuse, recycling, donation and reduction strategies
  - We intend to reduce waste through innovative circular programs

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Looking Ahead to 2030 and Beyond

Accelerate opportunity and equity

Target aims to create an equitable and inclusive workforce and workplace

◉ **By 2030, Target aims to build a team that equitably reflects the communities we serve**

Initial milestones:

- By 2023, Target aims to increase representation of Black team members across the company by 20%
- By 2023, Target aims to increase the promotional rate of people of color and women while reducing the rate of turnover
- Target plans to maintain a balance of male and female team members at every level of our company

◉ **Create a workplace experience where every team member can thrive in when, where and how they work**

Initial milestone:

- By 2025, we plan to invest in technology and modern processes to enable consistent, reliable schedules for all front-line team members

Target will help enable the vitality and resilience of our team and the communities we serve

◉ **By 2030, engage and elevate community voices as we seek to build and implement community-driven solutions**

Initial milestone:

- By 2025, Target and Target Foundation plan to evolve our philanthropic practices and place-based solutions to invite participation from communities

◉ **Invest in well-being solutions to address social determinants of health for team members and their families**

Initial milestone:

- By 2023, Target aims to eliminate complexity and barriers to entry by offering easily accessible benefits and resources to all Target team members focused on learning and career advancement, physical and mental health, family support and financial well-being
- By 2025, Target plans to increase access to quality, affordable health care for all team members and families

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Materiality and Stakeholder Engagement

UNGPRF

We seek to center our strategy, investments, internal and external engagement, and reporting on the ESG topics that are most material to our business and our stakeholders across our value chain.

We engage with a diverse group of stakeholders around the world, including the people who manufacture the products we sell, the team members who welcome our guests, the communities we work in, the nonprofits that we work with and the investors who make our work possible. We use their valued perspectives to inform our approach to systemic change.

Through these collaborations, we are working toward co-creating an equitable and regenerative future. We continued these collaborations despite COVID-19 making in-person engagement off limits, quickly adapting events and appointments to be virtual.

The tables across the next two pages provide an overview of our stakeholder engagement during fiscal year 2020.

This is an illustrative list of topics discussed in 2020. 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.

	How We Engage	Topics Raised	Our Response
Civil Society Organizations	• Interactions through community partnerships and volunteerism • Participation in conferences and forums • Collaborations to advance shared priorities • Select topical engagement • Strategic relationships and consultation on material issues • Philanthropic investments • Community dialogues	• Climate and energy • Community engagement • DE&I • Economic opportunity • Environmental impacts • Human rights and labor practices • Materials and packaging • Philanthropy • Safety, preparedness and response • Supply chain management	Continue our iterative learning process through engagement and collaborations to guide our strategy—including goal setting—on our most material environmental and social topics Focused financial, human and in-kind support in communities where Target operates to work to improve the livelihoods of people across the U.S., India and in our sourcing communities
Guests	• A Bullseye View website and newsletter • Face-to-face interactions in our stores • Focus groups • Guest Services direct interactions • In-store marketing • Online polling • Receipt-to-online guest satisfaction surveys • Social media monitoring and engagement • Target Circle loyalty program	• Community engagement • Diverse and inclusive marketing • Materials and packaging • Supply chain management • Sustainable and inclusive products	Elevating and expanding how we share our inclusivity and sustainability work in stores and through our digital channels Increasing visibility of and access to inclusive and sustainable products Offering our guests the opportunity to direct our giving funds locally
Government Officials & Influencers of Public Policy	• Meetings with local team members and company leaders • Letters and written or verbal testimony • Trade associations and policy-based organizations • Meetings with elected officials and other policy influencers	• Climate and energy • Community engagement • Data security and privacy • Employment and labor • Trademarks • Product safety • Sustainability • Taxes • Trade • Payments	Enterprise-wide intake and assessment of salient policy issues Advocate at all levels of government to help shape constructive policy solutions that impact our team members, business, guests, industry and communities

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Materiality and Stakeholder Engagement

	How We Engage	**Topics Raised**	**Our Response**
Investors	• Annual meeting of shareholders • Financial community meeting • Quarterly earnings conference calls • Regular meetings • Topical calls as requested • Participation in conferences and forums	• DE&I • Our continuing response to COVID-19 • Corporate governance • Environmental impacts • Executive compensation • Financial performance • Human capital management • Human rights and labor practices • Supply chain management • Community engagement • Data security and privacy • Philanthropy • Civic activity • ESG reporting standards	Increase traceability and transparency of social and environmental strategy and associated investments, including expanding key data disclosures This report responds to: GRI, SASB, TCFD, UNGPRF and the UN SDGs
Team Members	• Daily e-newsletter, team and all-company meetings, social media, speaker series • Employee resource groups, diversity action councils and affinity networks • Executive leadership emails and videos • Focus groups and listening sessions • Inclusion acumen training and toolkit resources • Integrity Hotline • Personal and professional development and trainings • Volunteerism during the workday	• Competitive wages and benefits • Diverse and inclusive workforce • Environmental and social impacts • Learning and development • Philanthropy • Safety, disaster and preparedness • Team member to team member support, including the Team Member Giving Fund • Worker well-being	Give our team members equitable opportunities to grow professionally in their careers, take care of themselves, each other and their families, and make a positive impact on our guests and our local communities Expand the metrics and information we share externally, including wages, benefits and diversity, to enhance our transparency and accountability
Vendors	**All vendors** • Annual meetings • External partner website • Trainings and workshops • Vendor Code of Conduct • Standards of Vendor Engagement (SOVE) **Owned-brand vendors** • Annual assessment • Annual owned-brand vendor meeting • Capability building	• Environmental impacts • Human rights and labor practices • Materials and packaging • Net-positive manufacturing • Supplier diversity • Supply chain management • Transparency and disclosure	Enterprise-wide intake and assessment of salient policy issues Advocate at all levels of government to help shape constructive policy solutions that impact our team members, business, guests, industry and communities

Social

People

Putting People First

We are a people-centric business. Everything we do is designed to spark joy for our guests and fulfill their needs. Putting the needs of people and communities at the heart of how we work helps families find joy in everyday life and create a better tomorrow.

From caring for and respecting the people behind the products we sell to supporting and listening to our team members and communities so we can continue to create positive impact—everything we do reflects our purpose and this drives every decision we make as a business.

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Overview

People at the Heart

At Target, people matter. We continue to invest in supporting and elevating the people who work in our supply chains, our team members and the communities in which we operate. Our approach to better business is founded in our approach to people, and our new sustainability strategy will help us meet ambitious goals that will continue to help push us forward.

Our Commitment to Black-Owned Businesses

In April 2021, we launched our commitment to spend more than $2 billion with Black-owned businesses by the end of 2025. Find out more.
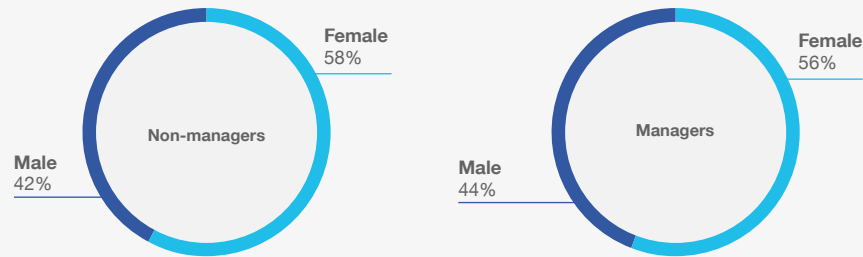
Frameworks reported on:

GRI
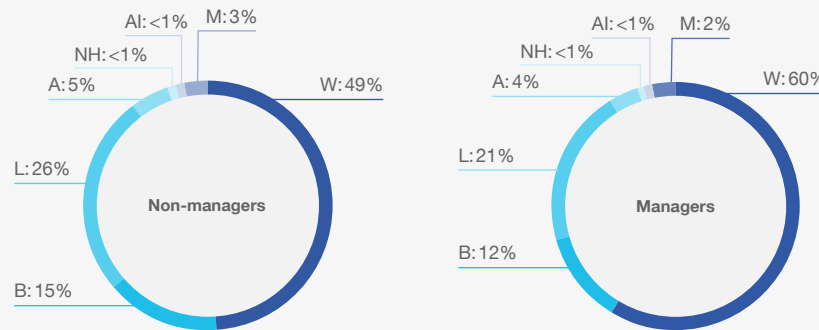
SASB

TCFD

UNGPRF

Our work contributes to these SDGs:

1 NO POVERTY   2 ZERO HUNGER   3 GOOD HEALTH AND WELL-BEING   5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH   10 REDUCED INEQUALITIES   17 PARTNERSHIPS FOR THE GOALS

Data Highlights

Diversity at Target

Workforce Composition by Gender (Global)

Non-managers
Female 58%
Male 42%

Managers
Female 56%
Male 44%

Workforce Composition by Race/Color in Our U.S. Workforce

Non-managers
AI: <1%   M: 3%
NH: <1%
A: 5%   W: 49%
L: 26%
B: 15%

Managers
AI: <1%   M: 2%
NH: <1%
A: 4%   W: 60%
L: 21%
B: 12%

W White		**A** Asian	
B Black/African American		**NH** Native Hawaiian/Pacific Islander	
L Hispanic/Latino		**AI** American Indian/Alaska Native	
		M Multiracial	

Amount of Spending With Diverse Suppliers (USD)
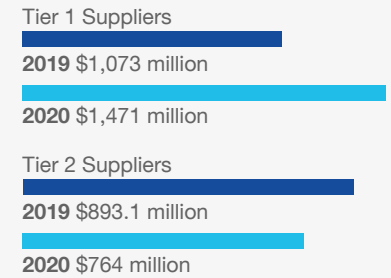
Tier 1 Suppliers

2019 $1,073 million

2020 $1,471 million

Tier 2 Suppliers

2019 $893.1 million

2020 $764 million

Minimum Hourly Wage (USD)

2020 $15

2019 $13

Amount Donated Through Target and Target Foundation (USD)

2019 $225 million

2020 $245 million

Number of Team Members

2020[2] 409,000

2019 368,000

2   As of January 30, 2021, we employed approximately 409,000 full-time, part-time and seasonal team members. Because of the seasonal nature of the retail business, employment levels peak in the holiday season. We also engage independent contractors, most notably in our Shipt subsidiary.

Human Rights

SDG | UNGPRF

As a people-centric business, promoting and respecting human rights is core to what we stand for. We recognize that our work directly impacts four key stakeholder groups: our guests, our team members, our supply chain and our communities.

Our Approach

We have aligned our approach to human rights with leading international standards, including the Universal Declaration of Human Rights, the International Labour Organization Core Conventions and the UN Guiding Principles on Business and Human Rights.

In early 2019, we partnered with Article One, an expert business and human rights consultancy, to complete a human rights impact assessment (HRIA) that helped identify salient human rights issues in our operations and business relationships and guided the specific issues addressed in our Human Rights Statement. The HRIA covered our own operations, as well as our supply chain, and considered human rights risks to our team members, guests, workers in our supply chain and the communities we operate in. As part of this assessment, Article One conducted desk research and interviews with key internal and external stakeholders to identify our most salient human rights risks. Applying the UN Guiding Principles saliency methodology, Article

One considered the likelihood and severity of a potential impact. We are continuing to review human rights impacts in key salient risk areas identified in the HRIA as part of our ongoing human rights due diligence efforts. We plan on updating the companywide HRIA in 2022.

For our team, we strive to provide safe, inclusive places to work, free from harassment and discrimination. For our guests, we offer welcoming shopping experiences and products that answer their needs, regardless of size, body type, ethnicity, race, national origin or abilities.

Read more about our stand against anti-racism, anti-violence and anti-hate.

We work to ensure that products we sell are made with respect for the rights of the men and women who make them, using contracts, audits and other relevant means to check compliance with our values. We also go beyond the factory floor to positively impact workers and the communities where we do business. For example, we work with Water.org to provide access to clean water and CARE on women's empowerment programs.
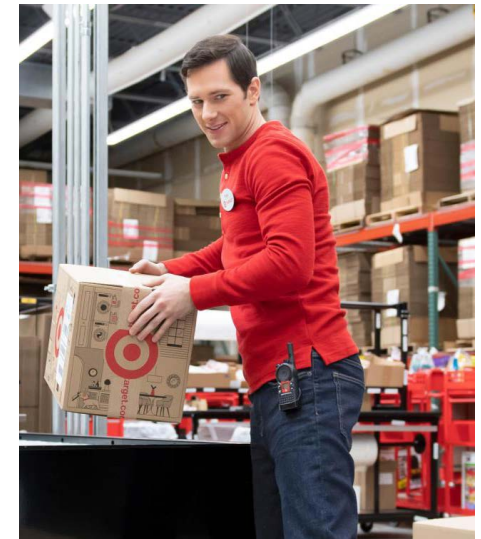
Respect for human rights is a core value, and we continuously work to avoid adverse human rights impacts from our business activities and seek to provide an effective remedy of any wrongs we learn about. We maintain oversight by conducting ongoing due diligence, engaging closely with our stakeholder groups and hosting Target's Integrity Hotline, which is available to team members and supply chain workers with concerns about potential violations of our Standards of Vendor Engagement (SOVE), policies or laws. We also believe in being good neighbors wherever we

operate, accelerating economic development and vitality, and helping power the prosperity and well-being of our communities.

Our Senior Vice President, Corporate Responsibility has executive oversight of our human rights commitments, but day-to-day implementation is led by multiple teams throughout Target that are supported by a cross-functional task force that reviews and addresses emerging issues as needed.

You can find out more about our approach and our impacts in our online Human Rights Statement and the chapters of this report focusing on our team, suppliers, guests and communities.

Read more about our oversight of these areas in our 2021 Proxy Statement.

Salient Human Rights Impact Areas

	Key Aspects
Our team members	• Safe working environments • Professional development • DE&I
Our guests	• Diverse and inclusive merchandise assortment and marketing promotions
Workers in our supply chain	• No forced labor • Respecting human rights for all workers in our supply chain—specifically at-risk groups such as women, young workers and foreign contract workers • Safe and healthy working environments, including access to clean water
Our communities	• Economic development • Diverse workforce and equitable hiring and development practices

Team Members—Employment

SDG | UNGPRF

Target is one of the largest U.S. employers with over 350,000 talented team members across the country, working hard to bring joy to our guests in each and every interaction.

We provide support to our team members across work and life, which enables us to be there for our team and guests when they need it the most. In 2020, a year unlike any other, our team stepped up for our guests, our communities and for one another, proving that effort and empathy drive more meaningful results.

Our actions as an employer start with hiring the best talent across all dimensions of difference and prioritizing team member care through ongoing support and development. Target is best when we live our culture—to care, grow and win together—and nurture team member well-being through competitive compensation and benefits. We recognize the importance of investing in our team as our most essential asset to fuel future growth and success of our business.

Our Approach

Our culture is to **care, grow** and **win together:**

- **Care:** We show up for each other, make people the priority and treat each other with respect. We believe in lifting each other up and valuing our relationships with one another and our guests above all else.

- **Grow:** We invest in our people, focus on their development and create opportunities to reach their fullest potential. We believe that continuous learning and improving is the best way to grow our business.
- **Win together:** We do the right thing, win the right way and succeed as part of a team. We believe in the collective power of difference to accomplish more and strive to continuously make things better for each other and our guests.

Compensation

We believe all team members should be paid equitably regardless of gender, race or ethnicity. We train hiring managers and provide tools to help them raise awareness and reduce the risk of bias in decisions. We prohibit questions about prior salary in most hiring situations, regularly conduct pay audits and set our minimum hourly wage at $15.

Building Robust and Diverse Talent Pipelines

Target uses a variety of recruiting resources to ensure we source from diverse talent pools, including our relationship with the National Black MBA Association and Management Leadership for Tomorrow. We work strategically with HBCUs and maintain a Target HBCU alumni group for team members, development sessions to invest in current students and active campus recruiting for entry-level positions for specific divisions, such as our Technology Leadership Program (TLP) and store leadership (Executive Team Leader/ETL) positions. Find out more about our efforts to grow a diverse and inclusive workforce.

More than five years ago we pledged to regularly review our compensation, hiring and promotion practices to ensure pay equity across our business in an effort to help close the national pay gap. Since then, our teams have put this pledge into practice. This included our latest third-party conducted audit of the U.S. team, confirming we pay our team members equitably when relevant factors such as position, tenure and location are considered.

Scheduling

Our ability to offer a variety of schedules is a key factor in attracting team members. Hourly team members establish when they are available, and Target builds schedules accordingly. Team members are generally scheduled no more than five days per week unless they request extra hours. We post schedules at least 10 days in advance, and we commit to a minimum of four hours for every shift scheduled.

Team Members—Employment

We don't do on-call scheduling at our stores, but team members can trade and pick up shifts at their store location and are provided 10 hours between shifts.

We offer flexibility to help accommodate team member commitments outside of work for family or child-care reasons, balancing a school schedule or an emergency such as caring for relatives. Where job duties allow, we offer job sharing or reduced or condensed work weeks to accommodate requests for more flexible working schedules. In 2020, due to COVID-19, we temporarily waived our absenteeism requirements and developed clear guidelines to support our minor team members in balancing work and distance learning.

Benefits

We offer competitive benefits packages to our team members, whether they are part time, full time or in salaried positions. Our benefits support the overall well-being of team members and their families, from their financial security to their mental and physical health. Our curated range of programs include:

Mental health: We offer team members and members of their households free, confidential, 24/7 access to trained clinicians through Team Member Life Resources, available by phone or web, for up to five free sessions per issue per year. We also provide a substance use helpline through Optum. Well-being benefits include digital apps to help manage sleep and anxiety. And throughout the year, together with our

Disability & Mental Health Business Council, we work to continue building understanding and awareness and facilitating educational experiences regarding mental health in order to create an empowering and accessible environment for team members.

Physical health: We provide access to free 24/7 virtual health care visits for all U.S.-based team members via the CirrusMD app. We also introduced Grokker, a free fitness and well-being platform for all team members. Team members get an additional 20% discount on fitness and wellness products at Target—such as fruits and vegetables, athletic apparel and tobacco-cessation products. For health care, a concierge service for team members enrolled in our UnitedHealthcare (UHC) plans helps team members understand treatment options, get connected to condition support programs or helps them decide on the best care path. Target also offers medical, dental and vision plans to all eligible team members and expanded eligibility to cover part-time team members in 2020.

Financial security: Starting in 2020, we offered DailyPay, a pay advance app that allows team members to request their earned but unpaid wages instantly or next day, while also providing budgeting tools and encouraging savings. We continue to offer education assistance/tuition reimbursement, credit union membership, 401(k) options (with a 5% match), a 10% discount on merchandise (in addition to 5% for using a RedCard) and the Team Member Giving Fund.

Responding to COVID-19

Throughout the pandemic, our focus has been keeping team members and their families safe and healthy through targeted relief. Putting our team's safety first was our priority.

To date, our support of our team members during the pandemic has included:

- Waived absenteeism policy
- Paid leave for quarantine and confirmed illness for 14 days for those who are symptomatic, have a confirmed case of COVID-19 or are quarantined due to exposure
- Vulnerable leave, a 30-day paid leave for team members 65 or older, pregnant or those with underlying medical conditions flagged as high risk per the Centers for Disease Control and Prevention (CDC)
- Access to PPE, thermometers and home health checklist
- 24/7 access to virtual health care via CirrusMD and free COVID-19 testing through the health care plans
- Financial hardship support through the Team Member Giving Fund & 401(k)

- Increased hourly wages temporarily by $2 starting March 2020, which transitioned to a permanent $15 starting wage in July 2020
- Bonuses for front-line team members and leaders
- Free backup care and discounts on tutoring and education resources
- Temporarily increased vacation accrual limits
- Transportation to and from work when public transportation was unavailable
- Free Lyft rides and four hours' paid time to get vaccinated and paid time off for adverse reactions (added in 2021)

Some of these changes will carry over into the post-pandemic world. For example, CirrusMD is now an ongoing benefit for team members and was expanded to medically enrolled dependents in April 2021. We have continued to leverage our partnership with Lyft, including during civil unrest and to help team members get to polling sites to vote.

As of report publication, we have continued to offer most of the leave and other policy changes above and will continue to evaluate the programs we put in place in a post-COVID world.

Team Members By Numbers

350,000+
team members

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Team Members—Employment

Family: Our paid family leave policy provides four weeks of paid, job-protected leave for eligible part-time, full-time and salaried team members. We reimburse team members up to $10,000 for adoption or surrogacy fees. Our affordable backup care benefit includes an industry-leading 20 days per dependent of in-center child care or in-home child or elder care, and our response to COVID-19 has included expanding eligibility to all U.S. team members, waiving copays and increasing the numbers of days available.

Team Member Experience

We connect with team members through multiple channels to inform our efforts to improve their experiences. We rely on feedback from annual, weekly and ad-hoc surveys; focus groups; communications with our Integrity Hotline; and other elements of our open door policy in order to gain insights from our team members. We also gather insights through benchmarking, social media and other external sites allowing us to

regularly assess where we have opportunities to address business and personal needs of our team.

We began utilizing the Great Place to Work survey as another tool to measure team member experience in 2020 and 84% of team members scored Target as a great place to work. In 2021, we will dive deeper into the results to inform a holistic approach to closing gaps and continuing to focus on the human experience. Our teams leverage team member sentiment and listening insights to continuously improve and enhance the team member experience. In 2020, team member listening helped shape how we supported our team during the pandemic and racial and societal moments, and we continue to expand listening insights and how they will be used to influence future priorities in the team member experience.

84%
of team members surveyed describe Target as a "Great Place to Work."

Employment

Metric	2020	2019	Framework
Number of team members (as of fiscal year end)	409,000[3]	368,000	
Percentage of active workforce under collective bargaining agreements	0%	0%	SASB FB-FR-310a.2

Compensation

Metric	2020	2019	Framework
Minimum hourly wage (USD)	$15	$13	
Average hourly wage of store and distribution center team members (not including overtime) (USD)	$16.06	$14.48	SASB CG-MR-310a.1
Percentage of stores and distribution center team members earning locally applicable minimum wage[4]	5.6%	13.9%	SASB CG-MR-310a.1

Benefits

Metric	2020	2019	Framework
Number of team members eligible for a 401(k)	258,983	228,375	GRI 401-2
Number of team members participating in our 401(k) plan	122,903	115,384	GRI 401-2
Number of team members receiving full employer match in a 401(k)	103,000	88,234	GRI 401-2
Average team member percentage contribution to 401(k)s (for those who contribute, not including the 5% company match)	6.1%	5.9%	GRI 401-2
Number of team members receiving tuition reimbursement	1,783	1,823	GRI 401-2
Number of people using Team Member Life Resources	111,583	108,986	GRI 401-2
Number of team members enrolled in Target Credit Union	20,328	19,616	GRI 401-2
Amount saved by team members using our wellness discount (USD)	$11.5 million	$10.6 million	GRI 401-2

Team Member Engagement

Metric	2020	2019	Framework
Percentage of team members that say:			SASB CG-EC-330a.1
Target is a great place to work	84%	89%	

3   As of January 30, 2021, we employed approximately 409,000 full-time, part-time and seasonal team members. Because of the seasonal nature of the retail business, employment levels peak in the holiday season. We also engage independent contractors, most notably in our Shipt subsidiary.

4   Percentage represents the number of team members with a base wage rate equal to the local applicable minimum wage.

Team Members—Diversity, Equity & Inclusion ■

SDG

Our size as an employer means that how we recruit, hire and advance our team members makes a difference beyond our stores. We believe DE&I make teams and Target better and we have had a targeted DE&I strategy since 2005. Today, DE&I is integrated into every part of our business. We continue to actively celebrate all our teams' dimensions of difference, including but not limited to gender, race/ethnicity, physical abilities, sexual orientation, education, language, and communication and learning styles.

Our Approach

Our strategy is driven by a dedicated Diversity, Equity & Inclusion team that leverages our dimensions of difference as one of our greatest strengths. Responsibility for DE&I is shared across our company.

Our aim for team DE&I is well beyond regulatory requirements: building a workforce that reflects the diversity of our guests and communities, and providing a safe and inclusive work environment where all team members feel welcomed, supported and able to be their authentic selves.

Representation

We actively recruit and advance women and people of color to join our various teams at Target.

Target uses a variety of resources to ensure we recruit from diverse talent pools, including our relationship with the National Black MBA Association and Management Leadership for Tomorrow. We work strategically with historically Black colleges and universities (HBCUs), maintain a Target HBCU alumni group for team members, offer development sessions to invest in current students and conduct active campus recruiting for entry-level positions for specific divisions, such as our Technology Leadership Program (TLP) and store leadership (Executive Team Leader/ETL) positions. We have also established relationships with credible organizations that further help us connect to diverse candidates, such as the African American Leadership Forum and the National Organization on Disability.

We also host a series of immersive professional development experiences we call Target Lab, which are events aligned to annual heritage months, including Black, Asian, Hispanic, Pride, Military, Mental Health and Women. In addition to speakers, workshops and networking, attendees receive resume tips, brief career consultations and professional headshots, along with guidance around how to present their best selves. For current team members, our Engineering Manager Immersion Program (eMIP) provides on-the-job leadership training for groups typically underrepresented in the technology, data and engineering fields. In 2020, due to COVID-19, we quickly pivoted to offering these experiences virtually at no cost to attendees.

Our Target Elevate initiative provides a platform dedicated to growing the number of women in technology. In February 2021, Target Elevate held a virtual conference that let attendees control how and when they experience sessions. The conference featured 18 speakers across breakfast sessions, self-paced learning opportunities and masterclasses with live Q&A. We also partner with external organizations like AnitaB.org and participate in its annual conference, Grace Hopper Celebration, to help women in technical fields grow, learn and develop their highest potential.

We are proud to report that since 2019, we increased representation for people of color in exempt roles by 15% and women of color in similar positions by 23%. As of the end of 2020, our workforce is close to or above 50% women at all levels and we increased our promotion of women to senior leadership levels by 17%.

The promotion of women of color to senior leadership levels has more than doubled. We also helped prepare our team members for advancement and increased the number of promotions for people of color from the exempt entry level to midlevel by 54%.

There's still more to do, but we believe the strategy we're driving will lead to meaningful progress and change in the years to come.

"Now more than ever, people expect institutions and companies to play a role in creating a more inclusive and equitable society for everyone, and the influence Target can have on the U.S. and our culture is significant. We are committed to creating equity, and ensuring our intentions have a meaningful impact for our teams, guests and communities."

Kiera Fernandez
Senior Vice President, Talent & Change
and Chief Diversity, Equity, & Inclusion Officer

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Team Members—Diversity, Equity & Inclusion

Inclusive Experience

Everyone at Target is accountable for delivering an inclusive experience where team members feel heard, respected and included. For us, that means getting comfortable being uncomfortable and listening courageously. We support our team's inclusion acumen—the practice of creating an inclusive environment—by encouraging personal curiosity and providing topical training and immersive experiences that build empathy.

With the violence against Black, Asian and other people of color making 2020 a traumatic year for many people, we provided a series of listening moments to hear from our team and let them share their experiences with each other. Our established guardrails for authentic connections guided each conversation to ensure a welcoming and inclusive space for all involved. We are also investing $250,000 in organizations led by Asian Americans, working to empower the Asian American community, addressing gender-based violence and xenophobia, and advancing justice.

Target also aims to increase the representation of Black team members across the company by 20% by 2023. For more information on how we are making progress on achieving that goal, read our Workforce Diversity Report (2020).

Part of achieving this is about ensuring inclusive behavior is embedded in our leaders. We are investing heavily in developing inclusive behaviors at a leadership level, by providing multiple training opportunities. In July 2020, we provided training for all leaders of people—called This is the Time—as the first of a series of training/ experiential offerings focused on anti-racism

that will continue in 2021 and 2022. We are also investing in a year-long training series for our HR business partners focused on the unique role they play in helping influence and advance racial equity across the company.

Target has a comprehensive disability toolkit designed to assist HR partners and leaders to effectively ensure inclusion for team members with disabilities. In addition, we collaborate with the National Organization on Disability and take part in its Disability Employment Tracker to benchmark our practices and policies. In 2020, we updated our Disability Accommodation Policy to include deeper commitments to disability inclusion and provide examples of types of accommodations provided to team members.

Each business unit has its own DE&I goals, aligned to our overall and public-facing goals, which are supported by our Diversity Action Committees throughout the organization. Our Employee Resource Groups (ERGs) amplify diverse voices, including through hosting diverse supplier events and providing input on products and marketing. In February 2021, building on a 10-year foundation of continuous development of our inclusive culture around disability and mental health, our Ability Awareness Network expanded to become our newest ERG, the Disability & Mental Health Business Council, a dedicated cross-functional enterprise team focused on an inclusive work environment and inclusive products.

Our REACH Aims: Team

As part of our REACH commitments, we are dedicated to the following steps for our team members:

- We'll create a workplace where Black team members can build meaningful careers and experience success at every level
- We'll increase Black representation and reduce turnover at every level

Read more about our REACH commitments.

Team Members—Diversity, Equity & Inclusion

Diversity, Equity and Inclusion

Metric	2020	2019	Framework
Percentage of women in our global workforce			SASB CG-MR-330a.1
Total workforce	58%	58%	GRI 401-1
Managers	56%	53%	
Non-managers	58%	59%	
Officers	41%	40%	
Leadership team	50%	42%	
Board of Directors	31%	31%	
Percentage of people of color in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	50%	49%	GRI 405-1
Managers	40%	39%	
Non-managers	51%	51%	
Officers	31%	28%	
Leadership team	25%	25%	
Board of Directors	46%	46%	
Percentage American Indian/Alaska Native in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	<1%	<1%	GRI 405-1
Managers	<1%	<1%	
Non-managers	<1%	<1%	
Officers	0%	0%	
Leadership team	0%	0%	
Board of Directors	0%	0%	
Percentage Asian in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	5%	5%	GRI 401-2
Managers	4%	4%	
Non-managers	5%	5%	
Officers	10%	10%	
Leadership team	8%	8%	
Board of Directors	0%	0%	

Metric	2020	2019	Framework
Percentage Black/African American in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	15%	15%	GRI 401-2
Managers	12%	12%	
Non-managers	15%	16%	
Officers	9%	5%	
Leadership team	8%	8%	
Board of Directors	23%	15%	
Percentage Hispanic/Latino in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	26%	25%	GRI 405-1
Managers	21%	20%	
Non-managers	26%	25%	
Officers	10%	11%	
Leadership team	8%	8%	
Board of Directors	23%	31%	
Percentage Native Hawaiian/Pacific Islander in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	<1%	<1%	GRI 405-1
Managers	<1%	<1%	
Non-managers	<1%	<1%	
Officers	0%	0%	
Leadership team	0%	0%	
Board of Directors	0%	0%	
Percentage multiracial in our U.S. workforce			SASB CG-MR-330a.1
U.S. workforce	3%	2%	GRI 405-1
Managers	2%	3%	
Non-managers	3%	3%	
Officers	2%	1%	
Leadership team	0%	0%	
Board of Directors	0%	0%	

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Team Members—Learning & Development 💼

SDG

At Target, we are working to ensure all team members have the skills, capabilities and ongoing development to reach their fullest potential and deliver on Target's sustainable growth strategy. By delivering meaningful career experiences, inclusive and accessible learning and development moments, and equitable talent practices, we can attract, retain and advance a diverse and talented retail team.

Our Approach

To create a continuous learning culture, we provide access to personalized, curated and intentional developmental experiences across the employment life cycle. Our learning network offers a mix of self-service, on-the-job, leader-led and peer-to-peer development experiences that are welcoming, inspiring, meaningful and inclusive. Through onboarding, functional training, mentorship, leadership programs, immersive experiences and tuition reimbursement, we have built a learning environment that empowers our teams to do their best work, and fuel our company purpose.

Talent Mobility

Progression and mobility make us an attractive employer and help us keep the best talent. We set goals and track metrics to assess the success of our talent, learning and development programs and use our team member listening and surveys to understand sentiment on training, development and career growth. Where possible, we also use business metrics to understand our return on investment. In addition, Target invests more than 7 million payroll hours annually into training our front-line team members. This includes programs that help our team build functional skills at all levels, specialized skills and leadership development.

We tailor our career development resources for different stages of the career journey at Target:

Available to all
- A consistent approach to assessing, reviewing and rewarding talent through performance and career development conversations throughout the year
- Experience-based learning through opportunities such as stretch assignments, short-term assignments, pro bono opportunities, business councils, leadership labs and volunteer events
- An internal careers site consisting of resources and activities intended to help team members navigate their careers at Target
- A mentoring program, consisting of a matching app (enabling team members to search for and connect with mentors) and a suite of mentoring resources helping both mentees and mentors make the most of their relationship
- On-demand, curated learning resources that are delivered to the team via Workday Learning and the Skillsoft learning catalog, which hosts 20,000-plus industry-leading resources, spanning everything from time management to coding and from inclusion to leadership

Available to specific audiences
- An internal talent marketplace for short-term assignments where team members can apply their skills and learn new skills in areas of interest
- An enterprise rotational program across headquarters, stores and distribution was piloted in 2019, with a full rollout planned for 2021
- Tuition reimbursement benefits that can be applied to job-related courses at accredited tech schools, colleges and/or universities, as well as to costs associated with obtaining a GED
- Leadership and executive development programs and resources supporting leaders to continuously grow capabilities during all stages of their leadership journey

Team Members—Learning & Development

Leadership

We believe in the importance of investment in leader development due to their outsized role in the health of our business and culture. We have established immersive development experiences for all midlevel and senior leaders, and we regularly leverage mentors, coaches, and input and insights from peers and teams to further their development and effectiveness as leaders.

Given the unprecedented challenges and events of 2020, a large focus of our leadership training was on building resilience, empathy, inclusion and agility. We quickly developed online learning content, resources and tools to equip leaders to drive business growth while acknowledging and supporting their teams through unique and uncharted circumstances—with high utilization of 228,000 site visits since its launch in April 2000.

Going forward, we will continue to drive both the "always-on" core leadership programs and offerings for leaders, as well as the just-in-time content and resources as we did in 2020, to continue to equip leaders to lead in a dynamic and complex environment.

Learning and Development

	2020	2019	Framework
Percentage of team members receiving training during the fiscal year			GRI 404-2
Excluding onboarding & compliance	98%	65%	GRI 404-3
Including onboarding & compliance	99%	97%	
Annual performance reviews			
Percentage of eligible team members receiving reviews[5]	100%	100%	
Number of team members receiving reviews	301,000	316,000	

Our REACH Aims: Team

As part of our REACH commitments, we are dedicated to the following steps for our team members:

- We'll focus on development, career progression and advancement of Black team members
- We'll institute anti-racism training and education for all team members to build a culture of inclusion and equity

Read more about our REACH commitments.

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5   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.

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Team Members—Workplace Health & Safety 💼

We look out for each other and do our part to maintain a safe and secure environment. As an essential retailer, Target remained committed to keeping our team safe right from the start of the COVID-19 pandemic. Since 2020, our team members have been essential frontline workers in the pandemic, ensuring our guests can safely get the food and supplies they need. The health risks and mental stresses our team members face at all times are top of mind as we set policies, practices and investment priorities.

Our Approach

We want everyone to commit to being a safety advocate and to following laws, safety procedures and Occupational Safety and Health Administration (OSHA) standards. Our work is guided by our Safety Policy, which governs how we respond to enterprise compliance risks. Other policies that help support this space are the Team Member Illness Policy and the Disability Accommodation Policy.

In response to the COVID-19 pandemic, we doubled down on our commitment to make Target the safest place to shop and work. We bolstered long-standing risk processes by setting up Target's Leadership Task Force. This six-member group (including our CEO) is a subset of our Executive Leadership team and acts as a central body for the way we handle crises, including scenario planning.

Physical Safety

Target's goal is to prevent occupational incidents, injuries and illnesses and to comply with safety and health standards. We have specific safety programs designed to eliminate or reduce hazards at our locations. This includes administering a comprehensive and continuous occupational injury—and illness—prevention program and training for team members.

We expect team members to closely follow our health and safety programs and procedures. We require the use of PPE where applicable and immediate incident reporting, including near misses. We also encourage an environment where team members can talk to their leaders if they become aware of a safety hazard or unsafe behavior.

Find out more about our COVID-19 response for physical and personal health.

Social Responsibility in the Supply Chain ▪◉

SASB SDG UNGPRF

Everyone deserves to be treated with dignity and respect. Target's global supply chain gives us the reach and influence to help protect and uphold the human rights of people we interact with.

We source products from suppliers that leverage a global network of facilities in nearly 50 countries. That gives us the opportunity to promote and protect human rights where we have influence and potential for impact, such as the manufacturing supply chain. About one-third of our sales come from our owned brands, spanning apparel and accessories, food and beverage, beauty and household essentials, home furnishings and décor, and hardlines.

Our Approach

All of Target's vendor relationships are guided by the Vendor Code of Conduct, which includes our Standards of Vendor Engagement (SOVE). These core documents define the scope of our suppliers' ethical obligations with respect to their operations, including the following: hiring practices; forced labor; under-age labor; migrant labor; discrimination; working hours and time off; payment of wages; health and safety; grievances; and environmental management.

We expect suppliers that produce Target's owned and exclusive brands, as well as those that produce nationally branded products for which Target is the importer of record, to participate in Target's Responsible Sourcing Program. This includes complying with our SOVE and all applicable national and local laws, as well as participating in our responsible sourcing oversight program.

Audits and Continuous Improvement

All facilities that manufacture or convert raw materials into Target owned-brand products, Target-exclusive products, Target-distributed products and/or nationally branded products for which Target is the importer of record, are in scope for Target's Responsible Sourcing and Sustainability audit program.

The risk-based program assesses facility conditions, worker treatment and compensation, hiring processes, environmental practices and compliance with applicable laws and Target's SOVE. All disclosed manufacturing locations must conduct an audit that is approved as part of Target's industry-aligned audit protocol on a regular basis. Target maintains the right to conduct unannounced audits of any disclosed locations. Our Global Factory List, including Tier 1 factories and Tier 2 apparel wet-processing factories in our supply chain, is updated quarterly.

We believe the greatest accelerators of change are collaboration and alignment. We recognize that supply chain audit programs have multiplied, increasing the work of suppliers to comply with different clients. We are working to put more responsibility and accountability in the hands

of suppliers leveraging existing audit systems and accepting different submission types. This means less administrative work for suppliers so they may spend more time on capability building and remediation. For these reasons, Target has adopted the Social & Labor Convergence Program (SLCP), Better Work, Sedex Members Ethical Trade Audit (SMETA), amfori BSCI, the ICTI Ethical Toy Program, Responsible Business Alliance (RBA) and Higg facility tools to drive industry convergence, help drive supply chain performance and drive continuous improvement. Target's Responsible Sourcing and Sustainability team reviews every audit and assigns a rating based on the findings presented.

We communicate audit results to our suppliers and factories and monitor the development and, where relevant, execution of a detailed corrective and preventative action plan (or CAPA).

We prioritize remediation and continuous improvement efforts but noncompliant audits may result in the cancellation of purchase orders and the termination of the business relationship. Target will only allow a vendor to use a previously noncompliant factory once the deactivation period has expired and the factory has demonstrated compliance with Target's SOVE and applicable laws.

Our Responsible Sourcing Advisory Program is another example of how we support our key suppliers on a pathway to continuous improvement. Established in partnership with Better Work, the program focuses on providing soft skills training that helps workers and management solve problems collaboratively using

data tracking and social dialogue mechanisms, including worker management committees and grievance systems. When everyone works together, factory management and workers are empowered to develop solutions that benefit everyone and workers become more engaged in their environment.

Grievances

Target depends on business partners to proactively share any ethical concerns or potential misconduct so that we can promptly investigate and address concerns. Additionally, our Responsible Sourcing and Sustainability team partnered with our Ethics team to conduct regional (ethics) trainings with business partners in North Asia, South Asia and Southeast Asia to promote the Target Integrity Hotline as a channel for workers to report any issues related to Target's SOVE. We also expect suppliers to maintain effective grievance mechanisms for workers, aligned with the criteria outlined in the UN Guiding Principles on Business and Human Rights. Ethics reporting posters were released in 2021 to distribute to all factory and supplier locations to ensure that all workers have access to the hotline reporting option—including information on how to access and engage with Target's Integrity Hotline. Target continues to explore opportunities to increase accessibility to reporting options, and improve the effectiveness of our responses to reported concerns.

In accordance with our commitment to confidentiality, we do not share or publish specific grievances or specific issues raised.

Social Responsibility in the Supply Chain

We support our suppliers in collecting data on grievance types, resolution and mechanism channels to enable a systems approach to improvement that can yield enhanced effectiveness and higher worker engagement. For example, Target's Responsible Sourcing Advisory Program provides training and data tools focused on grievance mechanisms so that suppliers can establish and execute effective systems and monitor their progress. We are also a founding member of Nirapon, which is an organization devoted to overseeing the ongoing safety monitoring, training and helpline efforts of the Bangladesh apparel factories from which Nirapon members source. For grievance reporting, Nirapon uses Amader Kotha, an independent third-party mechanism for workers in Bangladesh apparel factories from which Nirapon members source.

Worker Well-Being in Supply Chain

We aim to elevate workplace safety for supply chain workers and support greater overall well-being. To do this, we engage with strategic third-party partners with expertise in areas of worker well-being to address the issues that matter most to supply chain workers. This effort has included providing vision screening and eyeglasses in collaboration with VisionSpring, creating access to clean and safe water and sanitation in partnership with Water.org, and work with eight other close partners. By the end of fiscal year 2020, these projects impacted the lives of more than 3 million people.

COVID-19 has had a unique impact on supply chain workers around the globe. We supported our suppliers as they restructured worker well-being programs to address the immediate needs of workers and the communities where they do business. For example:

- VisionSpring worked to educate supply chain workers and community members on proper mask wearing and hygiene practices to reduce COVID-19 infections. By the end of February 2021, VisionSpring distributed over 32,000 masks and installed over 50 handwashing stations in the communities surrounding factories.
- CARE's Dignified Work supports the empowerment and well-being of female factory workers in Bangladesh, Indonesia and Vietnam, where COVID-19 risks have been high. During COVID-19, CARE pivoted to deliver emergency response activities to benefit more than 25,000 people in these areas, with support that included cash assistance and cash-for-work opportunities, distribution of hygiene kits and PPE, roving medical centers providing essential medical services and establishing safe spaces for women to access information and support services during the pandemic.
- OneSky—which improves outcomes for the children left behind in rural villages in China while their parents migrate to seek employment—joined the local government pandemic crisis response to keep the villages safe and healthy. Critical PPE and supplies were delivered to families along with simple

and visual informational handouts about how to minimize risk of exposure. Field staff used WeChat to help parents engage the children during lockdown, through a library of educational materials on topics such as everyday materials for arts and crafts, and how to talk to children about the pandemic.
- Water.org continued to enable access to water and sanitation during COVID-19 and has mobilized over $69 million in capital that is directly helping families in India, Bangladesh and Indonesia.

What's Next

Building on our 2020 goal focused on impacting the lives of workers throughout our supply chain, we are excited to focus on gender equity and digital wages as part of our 2025 ambitions. By 2025, we plan for 100% of suppliers to have policies and programs to advance gender equity in supply chains and owned-brand suppliers to pay workers digitally. To learn more see Looking Ahead to 2030 and Beyond.

Forced Labor

Our SOVE condemn and prohibit the use of forced, trafficked or incarcerated labor by our suppliers, which is an expectation that extends to how and from whom they procures their raw materials and product components. In addition, we pay particular attention to, and perform additional due diligence around, indicators of forced labor in relation to commodities representing higher risk, such as cotton and seafood.

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 manufacturing supply chains. We have established key partnerships with experts such as Verité, the Centre for Child Rights and Business (CRIB) and Impactt.

Additionally, we are working with partners like the International Justice Mission at the community level to empower job seekers so that they can better protect themselves from potential abuse. Two examples of that work are the safe migration program and grassroots prevention project in India.

- As part of our commitment to sourcing fresh and frozen seafood and canned tuna sustainably, we continue to enhance labor standards in seafood supply chains. This year, we updated our seafood commitment to include new worker protections, and have collaborated with Verité to conduct in-depth foreign contract worker assessments at all Tier 1 seafood-processing factories that employ foreign contract workers.
- Target is a proud member of the Leadership Group for Responsible Recruitment—an initiative of the Institute for Human Rights and Business—where we utilize our collective influence, voice and size to push for improved recruitment systems globally. We are committed to the Employer Pays Principle and have helped to return significant sums to workers around the world through reimbursement of recruitment expenses. We are also working toward ensuring that workers pay no fees to secure jobs from the start.

Social Responsibility in the Supply Chain

Underage Labor

Target is also a member of the CRIB Working Group, which is advancing industry efforts to eliminate underage labor. In instances where underage workers are identified, Target works with CRIB to assess and address the non-compliance as well as provide long-term support to the affected individuals, so that they do not return to supply chain work while underage.

In addition, Target works with GoodWeave to combat underage labor in the handwoven goods industry in India. GoodWeave-certified rugs are woven by adult artisans and help support the education of thousands of at-risk children that might otherwise need to work.

Health and Safety

Target continues to enhance the safety of workers in the supply chains through engagement with both our Nirapon initiative and the Life and Building Safety (LABS) Initiative. A collaboration between global apparel and footwear brands and retailers, LABS is tasked with creating and implementing a shared standard to prevent structural, electrical and fire safety issues in India and Vietnam. In 2020, Target continued its roll out of LABS in Vietnam.

Social Responsibility in the Supply Chain

Metric	2020	2019	Framework
Number of registered manufacturing facilities	3,965	3,696	GRI 102-9
China	2,188	2,165	
Southeast Asia	398	322	SASB CG-HP-000.B
The Americas	1,084	970	
India, Bangladesh, Pakistan, Egypt and Turkey	178	159	
Other	117	80	
Number of countries in which we have registered manufacturing facilities	49	49	GRI 102-9
Number of audits and percentage that were unannounced	498*	2,082	GRI 412-1
	25%	100%	GRI 414-2
Number of countries in which we conducted audits	29	26	GRI 412-1
Percentage of supplier facilities that were audited to a labor code of conduct[6]			SASB CG-AA-430b.1 (1) & (2)
Tier 1	39%		
Tier 2	23%		
Percentage of total audits conducted by a third-party auditor	89%		SASB CG-AA-430b.1 (3)
Percentage of audits with *acceptable*** results by country/region			GRI 414-2
China	83%	47%	
Southeast Asia	81%	44%	
The Americas	78%	67%	
India, Bangladesh, Pakistan, Egypt and Turkey	86%	47%	
Other	69%	63%	

Metric	2020	2019	Framework
Percentage of zero tolerance audit results	>1%	n/a	GRI 401-2
			SASB CG-AA-430b.2
Average number of health and safety issues per audit			GRI 414-2
China	1.3	3.8	
Southeast Asia	1.6	4.0	
The Americas	2.2	2.3	
India, Bangladesh, Pakistan, Egypt and Turkey	1.7	4.7	
Other	1.6	3.6	
Average number of wage issues per audit			GRI 414-2
China	0.9	1.2	
Southeast Asia	0.3	0.6	
The Americas	0.2	0.1	
India, Bangladesh, Pakistan, Egypt and Turkey	0.1	0.4	
Other	0.2	0.3	
Average number of working hours and time-off issues per audit			GRI 414-2
China	0.4	1.0	
Southeast Asia	0.4	0.8	
The Americas	0.2	0.3	
India, Bangladesh, Pakistan, Egypt and Turkey	0.3	0.5	
Other	0.2	0.1	
Percentage of new suppliers screened using social criteria	100%	100%	GRI 414-1
Number of lives enhanced in the factories and surrounding communities where Target's goods are produced	3,427,774	2,201,610	Target goal (2020: 3 million)

6   Travel and factory restrictions, as well as office closures related to COVID-19, decreased the ability for on-site audits to be conducted in certain areas.

*   This number is defined as the number of EQ audits with an unannounced status and all legacy audits in FY2020.

**   "Acceptable" is defined as the % of "Outstanding" and "Acceptable" audit results. This not broken down by social and environmental categories; this is an overall rating that is inclusive of everything that makes up our SOVE.

Supply Chain—Conflict Minerals ■

Some products that we sell use materials that may be sourced in conflict zones, specifically the Democratic Republic of Congo (DRC) and regions in nearby nations. Columbite-tantalite (coltan), cassiterite, gold, wolframite and the derivatives tantalum, tin and tungsten (collectively known as 3TG) pose a risk that their sale has been used to fund conflicts in the aforementioned areas or that forced or underage labor was used to procure them.

These materials may show up in a large variety of categories. In 2020, the product categories we surveyed were:

- Apparel and Home Textiles
- Electronics, Lighting, Kitchenware, and Small Appliances
- Home Improvement and Automotive
- Footwear and Luggage
- Accessories, Jewelry and Watches
- Furniture, Home Décor, Bath and Seasonal Merchandise
- Lawn and Garden
- Health and Beauty Products
- Toys, Sporting Goods and Pet Supplies
- Paper, Office, Stationery and Scrapbooking

Our conflict minerals compliance program is part of our overall efforts to reduce the risk of human rights abuse in our supply chain.

Our Approach

As outlined in our Conflict Minerals Policy, Target will not knowingly purchase or sell any owned- or exclusive-brand product that contains 3TG that finances armed conflict in the DRC or an adjoining country. We expect our vendors to adopt a 3TG sourcing policy that is consistent with ours and Organisation for Economic Co-operation and Development (OECD) guidance and to report on the standard form developed by the Responsible Minerals Initiative (RMI).

Target maintains the right to audit suppliers to ensure they are engaging in responsible 3TG sourcing.

In 2020, Target surveyed 569 vendors of owned- and exclusive-brand products in categories that were identified as possibly containing 3TG and received responses from 541 (approximately 95%). Each of the 77 unique smelters and refiners identified by surveyed vendors that provided product-level information was listed as Conformant by the RMI.

Target could only determine the smelters and refiners that processed a portion of the 3TG contained in potentially in-scope products. As a result, while none of the necessary 3TG contained in the in-scope products was determined to directly or indirectly finance or benefit armed groups in the DRC and adjoining countries, we have not determined that any of our products may be characterized as "DRC conflict free."

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Supply Chain—Supplier Diversity ▪

SDG

We've been building strong partnerships with diverse suppliers and underrepresented businesses for decades. Together, as we seek to give our guests the products and brands they want and deserve, we're also supporting economic development and strengthening the communities we work in.

Whether its goods or services, Target's scale as a purchaser has a large economic impact. We leverage our scale to provide greater opportunity to diverse and underrepresented businesses— and enhance our guests' shopping experiences with a more diverse and relevant assortment.

We also know that Target's impact must go beyond the dollars we spend, with support for direct coaching on marketing, management, sourcing and more to help newer and smaller businesses serve markets at Target's scale.

Our Approach

Every year we work hard to find, attract and retain more diverse-owned suppliers. We are proud to work with an ever-growing roster of suppliers that are at least 51% owned, controlled and operated by women; BIPOC; LGBTQ+; veterans; or persons with disabilities.

We support diverse vendors through investment, access, expertise, mentoring and more. An example of how we channel this support is through the Target Takeoff accelerator, a five-week program to support startups. In 2018, the Black woman-owned beauty brand Sienna Naturals participated in the accelerator and during 2020, the brand launched in Target. In 2020, the Black woman-owned wellness brand Golde participated in Target Takeoff and launched in stores just a few months later, as did Young King Hair Care—a product range dedicated to hair care for Black boys. During 2020, our accelerator and incubator programs supported over 50 companies.

"We have a rich history of working with diverse businesses, but there's more we can do to spark change across the retail industry, support the Black community and ensure Black guests feel welcomed and represented when they shop at Target."

Christina Hennington
Executive Vice President and Chief Growth Officer

Accelerators

Metric	2020	2019	Framework
Number of companies supported by Target Accelerators during the FY			N/A
Target Takeoff	25	17	
Target Incubator	8	8	
Target Technology Accelerator	10	9	
Target Accelerator Program India	10	10	
Number of products on shelves in Target stores from graduates of Target Accelerators (SKUs)	123	59	N/A

Our REACH Aims for Black Businesses

As part of our REACH commitments, we are dedicated to the following steps in our supply—and value—chains:

- We'll help advance Black-owned and Black-founded businesses by providing access to our resources and expertise
- We'll source and design significantly more products from Black creators, designers, vendors, agencies, contractors and suppliers
- We'll find new ways for Target to accelerate the prosperity of Black communities
- We'll work on an approach to store development and remodels that creates solutions with community partners

Read more about our REACH commitments.

Supplier Diversity Changing Neighborhoods

For over 20 years, Target has been working with the minority and woman-owned construction firm Curtom-Dunsmuir, based in Southern California. As a partner, it has helped develop our construction program that is more inclusive across the country. The company is currently working with us on the development of a new store in Inglewood, a predominantly Hispanic/Latino and Black neighborhood. This store is part of a new mixed-use building, near a new transit hub designed to create a more walkable, transit-oriented development that increases access to necessary and affordable goods for the community. With the support of our REACH Committee, we're using this development to explore new ways to connect with communities better.

Supply Chain—Supplier Diversity

We build relationships with diverse suppliers through connections to multiple national business groups, including the National Minority Supplier Development Council (NMSDC), Women's Business Enterprise National Council (WBENC), National LGBT Chamber of Commerce (NGLCC) and others.

We also host on-site and virtual summits to introduce Target merchants and others to potential new partners. For example, in October 2020 we held a virtual LatinXpo to showcase Hispanic/Latino-owned businesses and in February 2021, we partnered with our Business Councils to put on the Black-Owned Business fair virtually.

We are proud to announce our role as a founding partner and premier sponsor for the Women Owned in Retail program in partnership with WBENC. As part of the program, we created a "Retail 101" session for almost 500 women-owned businesses to give insight to how companies with consumer products can navigate a large retailer like Target.

In 2019, Target Properties developed an internal mentor program aimed at teaching BIPOC-owned businesses how to work with Target and become active Target suppliers, with our first cohort of mentees starting in 2020. We searched the country for potential suppliers to support our heating, ventilation and air conditioning (HVAC) business. Currently there are seven Black-owned HVAC businesses that are learning how Target does business, to prepare them to participate in active projects. Through 2021 and beyond, we are seeking more mentor cohorts to cover more product categories.

Supplier diversity in numbers

25 total companies have been supported through our Takeoff accelerator

88% of these companies had diverse ownership

7 of these companies are current Target suppliers (or could be)

Our Commitment to Black-Owned Businesses

In April 2021, we launched our commitment to spend more than $2 billion with Black-owned businesses by the end of 2025.

As part of the commitment, we plan to:

- Increase the number of products from more than 500 Black-owned businesses across our stores and online
- Spend more with Black-owned companies, including marketing agencies, construction companies, facilities maintenance providers and others
- Establish new resources, including the **Forward Founders program**, a program designed to engage with early-stage historically under-resourced entrepreneurs to provide education on scaling for mass retail. Forward Founders was built on the success of our Target Accelerators portfolio and co-created with Black entrepreneurs from the Target Accelerators Entrepreneurship Advisory Council.

Growing Our Supplier Chain

We're exploring more ways to foster inclusion along our supply chain and within our communities to better serve our guests. In 2021, Target teamed up with HBCUs for the inaugural HBCU Design Challenge. The challenge invited HBCU students to submit designs for potential inclusion in Target's Black History Month collection.

Three winning designs were selected, and in addition to having their designs featured as part of this year's collection, the winners also had the opportunity to partner with the Target team to learn about all aspects of production—from textile selection to placing the new products in stores. Read on to hear more about our winners and their thoughts on the experience. And if you're an HBCU student, check out this year's new challenges, including a new HBCU Technology Challenge and HBCU Future Leaders in Retail Challenge.

Diverse and Local Suppliers

Metric	2020	2019	Framework
Number of diverse suppliers			N/A
Total	702	442	
New	297	81	
Amount of spending with diverse suppliers			N/A
Tier 1 (USD)	$1,471 million	$1,043 million	
Tier 2 (USD)	$764 million	$1,899 million	
Change in Tier 1 spending with diverse suppliers year-over-year	41%	-26%	N/A
Percentage of diverse supplier bid inclusion	52%	46%	N/A
Percentage of the procurement budget spent on suppliers local to Minnesota and three counties in Western Wisconsin (Polk, St. Croix and Pierce)	4%	5%	N/A

Inclusive Products, Experiences and Marketing

SDG

We are at our best when all guests see themselves reflected in our offerings and feel welcomed, included and joyful when they shop with us. Our product offerings reflect the needs and wants of our individual guests and are a constant opportunity for us to show our authenticity.

It is important that every dimension of our guests is reflected across our entire business. Our inclusive products are driven by our belief that our guests should see their needs reflected in our offerings, regardless of their race, culture, physical abilities or sensitivities, shape or size. Our scale means we can lead the design and retail industry in inclusion and create waves of change.

Our Approach

Our inclusive design approach, Design for All, helps us meet our commitment to reflect our guests and their needs across our entire business in products and brands—including Pillowfort, Auden, All in Motion and more—that inspire them.

As well as the products we design, we also provide curated products and brands selected to elevate the shopping experience of all our guests, which they can access through our stores and digital shopping channels, supported by inclusive marketing in stores and media.

In the coming years, this will be supplemented by our commitment to invest $2 billion with Black-owned businesses by the end of 2025, which will include increasing the number of products from Black-owned businesses for our guests to choose from and experience.

Read more on our environmental design and increasingly circular approach.

Products and Design

We continue to help guests shop in line with their values and needs, for example, with our offerings of adaptive clothing. In addition, we continue to explore new opportunities in this area with the aim of producing more clothing designed for more people. For example, our All in Motion activewear and sporting goods line was developed with a focus on inclusivity, sustainability and quality and is another example of a brand that includes extended sizing.

In 2019, we established our Inclusive Merchandising Council to verify that the products sold by Target are inclusive and representative of our guests and team. We furthered this work in 2020 by launching the Inclusive Design Council, which is tasked with educating and guiding relevant owned-brand teams in making our products even more inclusive from the design stage.

Experience

Beyond the products we design ourselves, we also sell thousands of thoughtfully curated items to give typically underserved guests the shopping experience they deserve. Our Multicultural Merchandising team works to reflect the diversity of our guests in the assortment we offer, and our guests have responded—with over half a billion dollars in annual sales and 8.3% year-over-year growth in beauty and cosmetics, food and dolls designed for diverse audiences.

In August 2020, we added a new role: Director of Inclusive Products. This role owns the strategy for advancing social sustainability within our owned brands. It works with internal teams as well as brands, trade groups, certification bodies, diversity organizations and medical and academic institutions to map social strategies to business priorities and influence collective action. It also includes developing educational solutions that will elevate cultural competency.

Enhancing the Target Experience for Guests With Disabilities

In 2020, we began expanding how we serve guests with disabilities. This led to the launch of our Disability & Mental Health Business Council in 2021. Target also participated in the Disability:IN, Disability Equality Index survey for the first time in 2020 and scored 80 out of 100. Target is a strategic partner of the National Federation of the Blind as we have been invited by them to be a Strategic Non-Visual Accessibility Partner (SNAP). Our Digital Accessibility team includes team members that represent both visible and invisible disabilities, providing a diverse perspective that includes the lived experience of those that we are building better experiences for.

Inclusive Products, Experiences and Marketing

Access to affordable, high-quality foods is a challenge for too many people, all the more so with the economic disruption of 2020. Since its launch in 2019, our value-priced Good & Gather brand has been committed to formulations without artificial flavors, synthetic colors, artificial sweeteners or high fructose corn syrup.

Target also has a global team of accessibility consultants who ensure all guest-facing digital experiences are fully accessible to all guests, including those who use assistive technology.

In 2020, as the conversation around social justice and racial equity grew, we noticed more guests were searching for Black-owned and Black-founded brands. While we have supplied these brands for years, we decided to make it easier for guests to find and support them by adding a new icon in the "details" section of our products pages. In 2021, we supplemented these efforts by launching the women-owned icon and an Asian-owned icon.

We also continue to take steps to provide immersive experiences for team members that focus on eliminating bias. During 2020, we trained 270,000 hourly store team members on Creating an Inclusive Guest Experience and in 2021, we launched the Racism Untaught training workshops. Racism Untaught offers a toolkit using a design research process to assist in identifying racialized design and helps participants critically assess anti-racist design approaches. The training covers over 700 owned-brands team members.

Marketing

Our Inclusive Marketing Council was established in 2019 and is a cross-functional group that offers a diverse point of view and serves as a crucial source of guidance to help teams gain diverse cultural perspective, advocating for cultural literacy and acumen to ensure that all guests of all abilities feel heard, accepted and celebrated. For example, when it comes to our advertising, our swimwear campaigns celebrate women of all sizes, body types, abilities and skin tones, free of airbrushing.

**Our REACH Aims:
Guests**

As part of our REACH commitments, we are dedicated to the following steps for our guests and communities:

- We'll create environments where Black guests feel overtly welcome and see themselves represented across our products, marketing and shopping experiences
- We'll source and design significantly more products from Black creators, designers, vendors, agencies, contractors and suppliers

Read more about our REACH commitments.

Product Quality & Safety ▪

We prioritize product and food safety and we care deeply about the quality and compliance of the brands we stock. So that our guests can enjoy their choices without concern, our vendors must ensure products meet regulatory, safety and quality standards for all Target owned-brand goods, exclusive goods and for all national brand products where Target is the importer of record.

Our Approach

Product safety is primarily overseen by two teams: the Product Safety and Quality Assurance (PSQA) team manages non-food quality and safety, while the Food and Essentials Safety and Quality Assurance (FESQA) team oversees food and essentials.

General Merchandise

Target's PSQA team protects our guests by requiring that our owned-brand products meet mandatory safety standards, and we frequently require owned-brand vendors to exceed regulatory requirements. We expect our vendors of owned- and national-brand products to comply with good manufacturing and quality processes. Our product safety and quality program is incorporated at every stage of the product life cycle of our owned-brand products.

These products must pass all testing before they are approved for shipment.

Food

Target's FESQA team protects our guests by delivering high-quality and compliant food and essentials products. All factories that produce owned-brand food are accountable to regulatory requirements and Target food safety and quality standards, such as:

- Global Food Safety Initiative (GFSI) certification (required since 2009)
- Preventative Food Safety Plan
- Environmental Monitoring Program for Pathogen Control
- Allergen Management Program
- Product traceability

Product Quality & Safety

Metric	2020	2019	Framework
Number of vendor factories (countries) producing owned-brand foods			N/A
Number of GFSI-certified food factories	925 (27)	821 (23)	
Number of factories (countries) producing owned-brand non-food products	1,601 (37)	1,990 (35)	N/A
Number of factory evaluations Target conducted			N/A
Food	1,505	1,201	
Non-food	758	1,649	
Number of product test reports for Target-brand products conducted by independent third-party labs	29,750	32,633	N/A
Number of product inspections of Target-brand products conducted by Target team members and independent third parties	40,093	43,899	N/A

We monitor the safety and quality of our food products through holistic food safety and quality management—from auditing vendor factories and fields to inspecting our distribution centers and stores. We align with local regulatory requirements for food manager certification in stores. We train on hazard analysis and critical control points in our distribution centers as well as across our headquarters team. We also provide vendor and new team member onboarding.

Beyond regulatory compliance and safety we also have a dedicated Quality, Standards and Development team focusing on our owned-brand food products. The team establishes quality standards, and works in partnership with product development, FESQA and our vendors on quality management programs to ensure quality and consistency of owned brands.

Receipts

In response to growing concern around the negative health effects of handling bisphenol A (BPA) and bisphenol S (BPS) chemicals found in standard thermal receipt paper, Target has transitioned to phenol-free receipt paper for all standard and mobile-device checkout lanes in our stores. This is a significant step in proactively ensuring the ongoing safety and health of our team members and guests.

Recalls

If a product is recalled, we prevent further sales by issuing a lock on the product, notify guests who purchased a recalled item on Target.com or used a REDcard in stores, and provide recall information on Target.com, Target's Facebook application and in-store iPads at Guest Services or Help Centers. When an issue is identified with national brands, we tailor our response according to the product and the issue found.

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Privacy & Cybersecurity

SASB SDG

Trust is at the foundation of our relationship with our guests. They trust that we sell them quality products at a good price. And they trust us to treat the personal data they share with us with care and respect.

Target regularly receives and stores information about our guests, team members, vendors and other third parties. We collect information for a variety of purposes, including processing transactions, helping resolve guest issues, identifying fraud and improving our services. The information we collect also improves guest experience by delivering more personalized interactions and advertising on platforms like Target.com, our mobile app and social media, as well as TV and video platforms.

We also use information we collect for reporting and analysis. We examine metrics such as how guests are shopping on our website and on our mobile applications, the performance of our marketing efforts and guests' responses to our campaigns. Target seeks to achieve the balance between giving our guests the control they seek over their personal data and using data responsibly to create as little friction as possible, recognizing some data sharing is needed to deliver a product or facilitate a transaction.

We have a comprehensive approach to upholding privacy and cybersecurity, as well as other enterprise risks. You can read more about the risks facing our business in the "Risk Factors" section of our Form 10-K. In 2020, privacy and cybersecurity risks were amplified by the shift to working from home for many of our team members and a shift toward online shopping among our guests.

Our Approach

Securing the information we receive and store about our guests, team members, vendors and other third parties is important to us. We have systems in place to safely receive and store that information and to detect, contain and respond to data security incidents. While everyone at Target plays a part in information security, cybersecurity and data privacy, oversight responsibility is shared by the Board, its committees and management. Our Chief Information Security Officer provides regular risk updates and program reviews to the Board and its committees throughout the year. Read more about our oversight of these areas in our 2021 Proxy Statement.

Privacy

Everyone at Target who works with personal information has a responsibility to understand and honor our privacy obligations. They must read and comply with our internal Privacy Compliance Policy and actively work with our Privacy Compliance team to design processes and procedures in accordance with those requirements. Team members must complete mandatory annual training to understand the

requirements necessary to properly collect, use or share personal information.

Third parties are not governed by our Privacy Policy but they are required to comply with any applicable laws, regulations and requirements provided in our legal agreements.

Our dedicated Privacy Compliance team is responsible for identifying and managing privacy risks and elevating them to our Chief Compliance Officer (CCO) and Chief Legal & Risk Officer. The team works with our business to design privacy controls into our operations. We invest in our team members and support continual learning and professional certification, including the Certified Information Privacy Professional designation.

We conduct external benchmarking from retail and other industries to understand best practices and industry trends in the privacy space. We are also active participants and contributors to the Retail Industry Leaders Association's Privacy Leaders Council and the National Retail Federation's Privacy Working Group.

Our Privacy Policy covers all current and former guest personal information, except for Target debit and credit cards, which are governed by separate policies. Our policy, which details how we collect, use and share guests' personal information, as well as guests' options to limit our use and storage of their information, is available on our website. In addition, we recognize the particular importance of protecting privacy where children are involved. We do not knowingly collect personal information online from children under the age of 13.

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Privacy & Cybersecurity

Cybersecurity

Our Cybersecurity team works 24/7 and uses a combination of industry-leading tools and in-house innovative technologies to ensure Target and our guests are protected against cybercriminals and fraudsters. We operate a proactive threat intelligence program to identify and assess risk and run a Cyber Fusion Center around the clock to investigate and respond to cyber threats.

Target has a Cyber Threat Intelligence team to keep pace with evolving threats and industry trends, as well as a Vendor Security team that continuously monitors for and assesses risk with our suppliers. Our people are what set us apart—which is why we invest heavily in building and developing cybersecurity talent and engineering expertise in-house rather than relying on third-party providers. Our team has been awarded 17 patents to date, with more pending, and we actively contribute to open source.

As part of our Cybersecurity team's investment in development and growth, we offer in-house training and educational courses through our Cyber Plus Institute (CPI). CPI is a security training curriculum leveraging internal subject matter expertise along with curated resources. The goal is to provide immersive, structured and on-demand experiences through dedicated learning paths. Target also has partnerships with organizations including the Executive Women's Forum, Women in CyberSecurity, and the International Consortium of Minority Cybersecurity Professionals to strengthen mentorship and support networks for our team members as well as expand and diversify the future talent pipeline.

We consider cybersecurity a team sport and have been recognized for our commitment to information sharing and collaboration with organizations across all industries to fight cybercrime and advance capabilities. Target leaders serve on the boards of the Retail & Hospitality Information Sharing and Analysis Center, the Financial Services Information Sharing Analysis Center and the Payment Card Industry Security Standards Council Board of Advisors.

All Target team members are responsible for complying with our privacy and information security standards and complete mandatory annual training to understand the behaviors and technical requirements necessary to keep our company and guests' information secure. We also offer ongoing practice and education for team members to recognize and report suspicious activity. In addition, we maintain insurance coverage to limit our exposure to certain events, including network security matters.

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Serving and Strengthening Communities ⬛🌐

SDG

The communities where we live and work sustain businesses, employees and families. We recognize our success is intrinsically linked to their well-being and prosperity.

There is no doubt that 2020 was a challenging and difficult year. We all struggled with the health and economic impacts of a global pandemic, and were shaken by the killings of George Floyd, Breonna Taylor, Ahmaud Arbery and many more. It was also a year of destructive wildfires, hurricanes, floods and other weather events driven by climate change. And, as so often happens, the weight of these disasters fell disproportionately on already disadvantaged communities.

We see our stores as part of the community—and so much more. We hire from our communities and invest in their economic development. We provide goods and access to essentials and we volunteer and donate to organizations working on the most important community issues. We continue to aim to be the place where anyone from the neighborhood can come in and get what they need in a clean, safe and always welcoming environment. As a retailer with stores in diverse neighborhoods across the country, Target is uniquely positioned to engage with communities and support their overall vitality and resilience.

Our Approach

In our commitment to equity, we start by listening to and learning from our community stakeholders on everything from how we contribute philanthropically to how we engage and volunteer. We then take a strategic approach, implementing solutions that leverage our unique assets, capabilities and resources.

For over 70 years, we have given 5% of our profits to communities. In 2020, that amount equated to $245 million in cash and in-kind donations. Our team members regularly donate over 1 million volunteer hours per year in total, although we paused many of these efforts in 2020 due to safety concerns.

The challenges we seek to address are as diverse as the communities we serve. Our work spans the spectrum from hyper-local to global, with donations ranging from hundreds of dollars to millions. Our investments are a blend of support for organizations serving community needs, programs and partners that are seeking to reshape systems and responsive support providing relief in times of crisis and need.

We align the assets and capabilities of our business to serve communities through a variety of tactics that leverage our size and scale as one of the country's largest retailers:

• Community engagement
• Corporate philanthropy
• Volunteerism and team member giving
• Target Foundation

Community Engagement

As a brick-and-mortar retailer, Target is both a national and community retailer and a part of more than 1,900 communities. Day in, day out, we seek to be a contributing member to thriving local economies in towns, cities and states across the country. We provide economic opportunity through good jobs and contracts for goods and services. We listen to our community members to better understand their needs, and we work to offer products and experiences that are relevant and accessible to our diverse guests.

During lockdowns, Target was designated as an essential service as a source for food and essentials. As the scale of the pandemic grew, our team engaged with our local partners to quickly respond to the impacts on communities: from financial and food insecurity to the destabilization of nonprofit groups when their services were needed most, and the disproportionate impacts upon people of color.

Our team identified on-the-ground partners operating in pandemic hot spots from New York City to California to Arizona and directed flexible, general operating grants to pandemic relief funds that were efficiently meeting the needs of vulnerable populations (including seniors and the homeless), supporting essential services (including schools and first responders) and providing critical items (such as PPE and cleaning supplies). As the pandemic progressed, we stayed closely engaged with our community-based partners to understand how conditions were evolving on the ground and where additional support would be needed.

Target Circle

We provide guests in our Target Circle loyalty program with votes for every purchase, which they can use to direct our funding to food banks, pet shelters, youth programs and other organizations and causes in their own communities. Guests have already cast over 58 million votes, and directed Target's donations of $7 million in the first year of the program. Over 600 nonprofits from across the country are now featured each quarter.

Corporate Philanthropy

Our corporate giving leverages a range of financial and in-kind resources across support for disaster and hunger relief, store community grant programs and local efforts to expand access to economic opportunity and resilience.

When a natural disaster strikes, we're on the scene quickly, providing supplies, volunteers and distribution networks through relief organizations. We invested $2 million throughout 2020 in support of natural disasters.

Our local team members often know the needs of their communities best, so they are trained and equipped with the tools to direct donations to local schools and nonprofits. Our store and distribution center leaders fund local initiatives, nonprofits and organizations that are addressing critical needs in their neighborhoods through our Community Engagement Funds and GiftCard donations.

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Serving and Strengthening Communities

Volunteerism & Team Member Giving

For the previous six years, Target volunteers contributed more than 1 million hours of service through thousands of organizations in the communities where they live and work to support causes they're passionate about.

COVID-19 posed a unique challenge to in-person volunteering and as such, we did not reach our 1 million hours goal in 2020. However, we were still able to contribute nearly 500,000 hours of volunteer service as team members embraced differentiated volunteer experiences that met real-time needs, such as serving as election judges, participating in our pop-up food and essential giveaway events in response to civil unrest, and a variety of virtual opportunities.

We also empower team members to extend a helping hand to each other. The Target Team Member Giving Fund was created to help colleagues who are facing financial hardship after a natural disaster or unforeseen personal events. The fund relies primarily on contributions from Target, with support from individual donations. Team members across the U.S. and India can apply for up to a $2,000 grant to help in times of hardship. During 2020, $1.5 million was contributed by team members, and nearly $4.5 million in direct support was granted to over 3,600 team members.

Pro Bono Volunteerism

To empower team members to use their skills and talents to address unmet needs in the broader community, in 2020, we committed to providing 10,000 hours of pro bono consulting services for BIPOC-owned small businesses in the Twin Cities. Over and above this, our headquarters-based Legal team also lends its expertise to organizations such as Wills for Heroes and the Immigrant Law Center of Minnesota.

Target Foundation

At the Target Foundation, we envision a world where all families and communities have the resources they need to determine and realize their own joy in life. We believe we have a responsibility to remove structural barriers, address historical disinvestment and help create access for those who have been left out.

The Target Foundation plays a distinct role in Target's philanthropy. The Foundation's capabilities allow it to work toward long-term solutions across an ecosystem of complex and interconnected economic issues, grounded in the voices of BIPOC and Global South communities and organizations led by these voices.

The Foundation is committed to enabling shared prosperity and opportunity by upholding equity and inclusion for all communities. Guided by our deep commitment to community, we invest in leaders, organizations, coalitions and networks that expand economic opportunity equitably, enabling communities to determine their own futures.

In 2020, the Foundation leaned into responsive philanthropy to help enable grantees to adapt to the challenges presented by COVID-19. This included helping grantees redirect grant funds from specific capacity-building projects to general operating needs, addressing their needs for virtual program support and extending their grant timeline by months at a time. Target added numerous grantees over 2020, with the particular focus of providing emergency funds to lower-income families.

Our Target Foundation work supports three focus areas:

Focus Area	Engagement Highlights
Hometown: Advancing racial equity and shared prosperity in the Twin Cities of Minneapolis and St. Paul	West Broadway Business and Area Coalition In 2020, we provided a grant to the West Broadway Business and Area Coalition (WBC). Grant funding will support WBC to work in partnership with the Black Women's Wealth Alliance (BWWA) in its Resist & Thrive 2035 efforts—aiming to support Black women entrepreneurs and small business owners annually in creating and maintaining profitable, sustainable businesses along business corridors over the next 15 years. The grant will enable the launch of the first cohort of Black women entrepreneurs.
National: Equitably advancing financial security and economic opportunity for working people and their families in a rapidly changing economy	In 2020, we provided a two-year grant to the First Nations Development Institute. The funds will be used to advance research on the Native American wealth gap and to build the fundraising and communications capacity of Native-led nonprofits/tribal programs focused on Native community and economic development.
Global: Improving economic opportunities for families in emerging economies to sustain themselves and their communities for the long term	We have provided a three-year grant to the Industree Foundation in India to help build sustainable livelihoods for underemployed women in the creative manufacturing sector. Industree aims to ensure these women can have higher and regular incomes, decent and equitable working conditions, and the ability to cope with life crises. Our grant directly supports the development of a new production community, digital and other training materials, and support tools.

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Serving and Strengthening Communities

Our Communities in Focus: Engaging With and Listening to Black Communities

In the wake of George Floyd's murder, the Corporate Responsibility and Guest Insights teams engaged in and with Black communities across the country to listen, learn and identify what change they felt was needed and their opinion on what Target's role should be. We launched this initiative in partnership with store team members of color in markets across the country, including Atlanta; Chicago; Los Angeles; Oakland, California; and Washington, D.C.

So far, we have:

- Focused our work in predominantly Black communities acutely impacted by the traumas of 2020
- Listened to over 500 individuals in one-on-one meetings, surveys and small groups
- Built trust with stakeholders critical to our business success in these markets, including guests, team members, government officials, small business and community organizations working to undo systemic racism and its impacts on Black Americans
- Identified the needs of these communities, from meeting basic needs to supporting the vitality of small businesses to supporting the pipeline of Black team members
- Made investments, programs and partnerships based on our community engagement and understanding of what the community thinks Target's role at the local level should be

The Corporate Responsibility team will continue devoting resources, both human and financial, to support ongoing efforts and engagement in ways that have implications throughout our local communities.

For example, field teams have a key role to play, like in Los Angeles, when they organized a joint partnership between elected officials, community-based organizations, our store teams and Black-owned small businesses to distribute hundreds of cases of PPE and sanitizer so that businesses could safely operate. The field teams are continuing their engagement to execute partnerships, events and to be the face of Target in the community. Read more about our approach to civic engagement.

In our last report, we announced our $10 million investment through Target and the Target Foundation to support community recovery and rebuilding efforts, as well as the social justice efforts of our partners such as the National Urban League and the African American Leadership Forum.

Our REACH Aims: Communities

As part of our REACH commitments, we are dedicated to the following steps for our communities and civic engagement:

- We'll find new ways for Target to accelerate the prosperity of Black communities
- We'll prioritize philanthropic investments and design volunteerism to address racial inequities faced by Black communities
- In our work with policymakers, Target will address key issues that will help end systemic racism, including safety and police reform, education and economic opportunities

Read more about our REACH commitments.

Serving and Strengthening Communities

Volunteerism and Philanthropy

Metric	2020	2019	Scope	Framework
Number of hours volunteered	496,260	1,064,215	Target team members (not necessarily during paid working hours)	Target goal (annual: 1 million)
Amount donated through Target and Target Foundation (USD)	$245 million	$225 million	Target + Target Foundation	
Cash	$70 million	$68 million	Target + Target Foundation	
In kind	$175 million	$157 million	Target	
Amount donated through Target and Target Foundation (USD) to:				
Organizations that support underrepresented communities in the U.S.	$124 million	$105 million	Target + Target Foundation	
Local community programs and organizations	$231 million	$199 million	Target + Target Foundation	
Disaster preparedness and response	$14 million	$1.3 million	Target + Target Foundation	
Amount of food donated[7]				
By weight (pounds)	94.5 million	93.9 million	Target	
By number of meals	78.7 million	78.2 million	Target	
Guest-directed giving through Target Circle				
Number of guests engaged	4.8 million	2.3 million	Target	
Number of grants distributed	2,527	972	Target	
Number of grants distributed (USD)	$7 million	$2.4 million	Target	
Number of new soccer play spaces built since 2018	100	65	Target	Target goal (2020:100)
Team member giving				
Percentage of team members participating in the Team Member Giving Campaign[8]	90%	94%	Target team members	
Amount donated to organizations by team members through our annual giving campaign (USD)	$9.6 million	$10.4 million	Target team members	

7   In 2020, we updated our meals calculation to mirror industry best practice, which we did by removing non-food donations and pet food from the meals calculation. The figures in the metrics reflect these changes.

8   Overall engagement with the Team Member Giving Campaign, including cash donations.

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Environment

Planet

Smarter Actions for Healthier People and Planet

The planet we source from is the home we all share. From it we get the raw materials to make the owned-brand products our guests need and the energy and water we depend on to power our operations. These are resources we all use and they are the same resources future generations will need. That's why we embed sustainability into how we design our products and processes, always exploring new ways to optimize resource use and innovate to eliminate waste.

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Overview

Caring for Our Planet

From renewable energy projects and embedding circular design principles to global partnerships and deep supplier engagement, we're carrying positive impact into the homes and lives of our guests. As an organization with people at our center and driven to be a better business, sustainability for us is as much about our social influence as our environmental impact.

Frameworks reported on:

GRI
SASB
TCFD
UNGPRF

Our work contributes to these SDGs:

6 CLEAN WATER AND SANITATION   7 AFFORDABLE AND CLEAN ENERGY   12 RESPONSIBLE CONSUMPTION AND PRODUCTION   13 CLIMATE ACTION

14 LIFE BELOW WATER   15 LIFE ON LAND   17 PARTNERSHIPS FOR THE GOALS

Data Highlights

Total Renewable Energy Consumption

RECs: 21%

FY20
Total: 38%

Grid Electricity: 17%
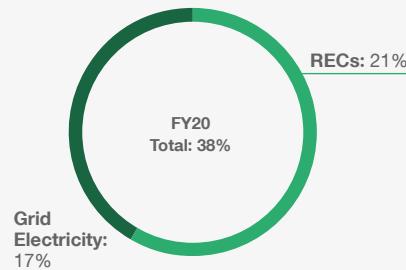
Total Number of Sites With Electric Vehicle Charging Stations

2019 74
2020 117

Number of People We Trained on Circular Design Since 2018

Team members

2020 2,422

2019 1,632

Vendors

2020 1,153

2019 1,153
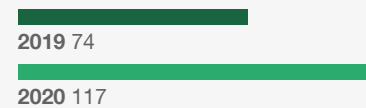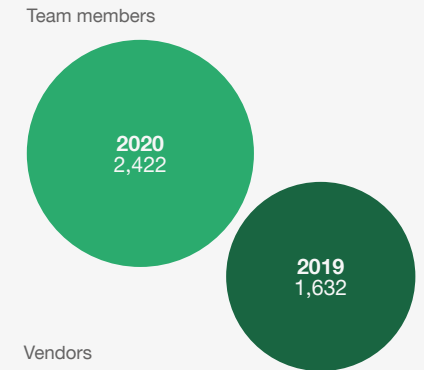
Total Number of Electric Vehicle Charging Spaces

2019 527
2020 1,034
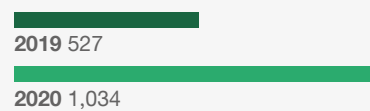
Total Number of States with Electric Vehicle Charging Spaces
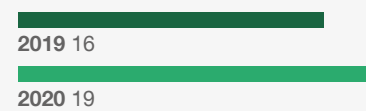
2019 16
2020 19

Percentage of Supplier Factories That Have Completed the Higg FEM Assessment (or equivalent environmental data assessment)

Tier 1 Apparel factories

2019 76%
2020 85%

Tier 2 Fabric mills, packaging factories and trim factories

2019 48%
2020 56%

Corporate Emissions Rate for EPA-Applicable Refrigeration Systems (greater than 50 lbs)

2019 15.4%
2020 13.3%
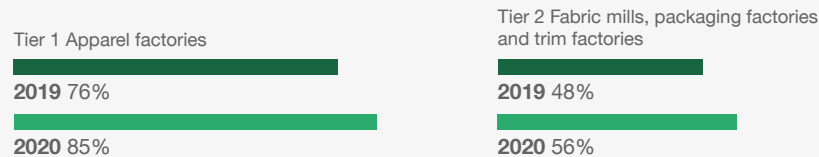
Environmental Responsibility in the Supply Chain 💼👫

SASB SDG

We are working across our supply chain to create a cleaner, more efficient environment. Transparency and collaboration are the keys to this work.

At Target, we know that some areas of our supply chain may have outsized impacts, such as how we source certain materials and how we manufacture some products. We also know that our owned-brand manufacturing supply chain impacts the environment through energy and water consumption, emissions and wastewater, chemicals use and waste disposal.

Our Approach

We are committed to mitigating our impacts by collaborating with suppliers and constantly looking for opportunities to improve our standards.

We expect suppliers that produce Target's owned and exclusive brands, as well as those that produce nationally branded products for which Target is the importer of record, to participate in Target's Responsible Sourcing Program. This includes complying with our SOVE and all applicable national and local laws, as well as participating in our responsible sourcing oversight program.

Policies

We outline our standards for suppliers' environmental practices in our SOVE. To learn more about our social responsibility in the supply chain, click here. Suppliers must maintain legally required environmental permits and environmental management and monitoring systems that accurately track their impacts. Our standards also cover water stewardship, waste reduction and disposal, energy management and emissions to air. We have zero tolerance for suppliers with undersized, bypassed or inoperable wastewater treatment systems; suppliers that engage in illegal waste dumping; or suppliers operating without valid current permits.

We are also raising expectations of our suppliers regarding wastewater. We have set a goal that all owned-brand apparel textile facilities will comply with the Zero Discharge of Hazardous Chemicals (ZDHC) Progressive level wastewater standard by 2025, and we will start reporting on their progress in 2022.

Investing in Improvements

Beyond our basic requirements, we also work with our most material suppliers (in terms of impacts) to improve energy and water management, including wastewater management.

Two collaborations in particular have been very successful in fostering sustainable water and energy use in our textile and apparel supply chain: the Apparel Impact Institute (AII)'s Clean by Design (CbD) program and the International Finance Corporation's (IFC) Vietnam Improvement Program (VIP) and Cambodia Improvement Program (CIP).

Since 2017, we have engaged a total of 135 apparel and home textile facilities through CbD, VIP and CIP. Of these, 54 facilities have completed the programs and achieved savings of 16.7%, which is equivalent to over 7.18 million cubic meters of water savings per year, and a reduction of 14.1% or nearly 400 million kWh of energy per year. Two cut and sew apparel factories located in North Vietnam are in the process of installing solar sites to further reduce their carbon footprint this year.

In 2020, we continued to expand our programming with AII by joining the Carbon Leadership Program in Pakistan; this program aims to establish long-term partnerships with our supplier facilities to have them set carbon targets and drive action.

Environmental Responsibility in the Supply Chain

Monitoring Performance & Transparency

Target was the first major retailer to publish a list of Tier 1 factories and the first U.S. retailer to publish a list of our Tier 2 apparel wet-processing factories. We are currently assessing our owned-brand textile suppliers against the ZDHC wastewater standard. We have mapped all apparel owned-brand wet-processing suppliers (Tier 1 and Tier 2) on their wastewater performance in regards to ZDHC and will continue the work in 2021.

As part of our efforts to improve transparency and visibility in our supply chain, we also continue to engage and collaborate with external stakeholders and vendor partners. We support and are represented on the board of the Open Apparel Registry (OAR)—an open-source tool that creates unique IDs for apparel and footwear factories to facilitate collaboration and data sharing. We upload our list of Tier 1 apparel and accessories factories and Tier 2 apparel factories that produce owned-brand products to the OAR platform quarterly.

We also share our supplier factory list with the Institute of Public and Environmental Affairs (IPE) Green Supply Chain Map. IPE's map provides real-time performance data and historical trend information related to air-pollution emissions and wastewater discharge for thousands of major Chinese manufacturing factories.

Audits and Verifications

Target's Responsible Sourcing audit program monitors factories that produce Target's owned and exclusive brands, as well as factories that produce nationally branded products for which Target is the importer of record. Environmental management indicators include possession of the appropriate permits, proper waste management methods, safe chemical usage and adequate wastewater treatment practices. Read more about our work with supply chain audit programs.

To do business with Target, all Tier 1 and Tier 2 factories producing Target owned-brand products, and national brands where Target is the importer of record, must complete an annual Higg Facility Environmental Module (FEM) self-assessment. Target also uses the Higg FEM verification process to hold Tier 2 apparel textile suppliers accountable, to ensure compliance and to promote excellent environmental performance within our supply chain. Results are subject to third-party verification and mapped against our applicable environmental sustainability standard. We also accept completed Higg FEM verification from factories on our matrix that may have been nominated by another brand or retailer.

If any issues are found during an audit, we calibrate our response depending on the issue. There are zero-tolerance violations where we could deactivate the factory and there are immediate-resolution issues where we work with factories to ensure they show proper proof of compliance within a specific period of time. Find out more about our Responsible Sourcing and Sustainability Program.

Environmental Responsibility in the Supply Chain

Metric	2020	2019	Framework
Percentage of supplier factories that have completed the Higg FEM assessment (or equivalent environmental data assessment)			SASB CG-AA-430a.2
Tier 1 apparel factories	85%	78%	
Tier 2 fabric mills, retail packaging factories and trim factories	56%	48%	
Average number of environmental issues per audit			GRI 308-2
China	0.6	1.5	
Southeast Asia	0.8	1.7	
The Americas	1.2	1.0	
India, Bangladesh, Pakistan, Egypt and Turkey	0.7	2.0	
Other	0.9	1.6	
Percentage of new suppliers screened using environmental criteria	100%	100%	GRI 308-1
Change in water withdrawal in textile dyeing and finishing factories located in priority watersheds	17%[9]		Target goal (2022: -15%)

9   The scope is all owned-business textile dyeing and finishing facilities located in priority watersheds, which are China, India, Vietnam and Cambodia, as we are aligning this with our work with All and IFC. Due to the constraints of business relationship and resources, not all facilities are included in the program in those countries of production. We measure the water efficiency percentage by looking at each round of the performance improvement program. It is challenging to report the percentage of total facilities in scope for the water policy because our Tier 2 supplier matrix changes regularly.

Climate and Energy 💼👫

SDG TCFD

As a trusted brand with a central role in communities across the country, it's our responsibility to lead the fight against climate change. Through our bold strategy, we're adopting renewable energy, driving energy efficiency and implementing other sustainable practices. We're also looking to catalyze change across our value chain, inspiring our suppliers to rapidly decarbonize and help us all realize a brighter future.

From the California wildfires to a record high of 30 tropical storms, 2020 brought devastating extreme weather that will only intensify as the climate warms further. Similarly, the COVID-19 pandemic laid bare our vulnerability to systemic risk, and how everything from our daily lives to the global economy can be upended by systemwide shocks.

While the effects of a changing climate are felt by all the people and communities across our global operations, it is the most marginalized groups that will bear the greatest burden. A warming planet could drive greater headwinds in our fight against inequality and inequity in society.

Science tells us that we must act quickly and decisively to avoid the worst impacts of climate change.

Our Approach

All of our actions to address climate change support our top-level commitment to be a net zero enterprise by 2040. The science behind climate change necessitates aggressive emissions reductions and removals over the next two decades, and we will do our part.

Our emissions reduction journey began in earnest in 2019 with our goal—approved by the SBTi—to reduce our retail purchased goods and services emissions by 30% by 2030 from a 2017 baseline. After three years of making progress toward that goal, and with the urgency of climate change more apparent than ever before, we have decided to increase our ambition further to achieve net zero emissions.

Emissions

Scope	Definition	Our Impact
1	Direct emissions	Target operates a variety of commercial properties, including stores, headquarters offices, distribution centers, data centers and off-site warehouses. These facilities consume electricity, natural gas, propane, mobile and stationary fuels, steam, chilled water and refrigerants. These emissions account for approximately 4% of our emissions footprint.
2	Indirect emissions	
3	Indirect emissions (value chain)	Our value chain covers manufacturing, product distribution, business travel, guests using our products and other indirect sources. Around 96% of our GHG emissions originate in our value chain and indirect sources. Goods and services that we purchase to keep our business operating account for approximately 46% of our Scope 3 emissions, and the remaining 54% come from use of sold products, transportation and other activities.

Our approach to meeting this goal spans our entire operations and supply chain, and includes regenerative agriculture programs, renewable energy investments, innovations in circularity and material efficiency, and many other initiatives. We are engaging our supply chain partners at every stage of this journey. By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature.

We have been working for multiple years to support our Scope 3 calculation, track progress against our goals and to implement initiatives to make sizable reductions against our goal.

Governance

The Corporate Responsibility, Properties and Responsible Sourcing and Sustainability teams coordinate Target's climate change strategy, identify key initiative areas, assess risks and opportunities and implement the company's response. See How We Govern Corporate Responsibility and ESG Issues.

Risk and Resilience

In addition to aggressively driving climate mitigation efforts, we must also fortify our business by mitigating risk and building resilience.

In 2019, we performed a scenario analysis in line with TCFD recommendations. The physical and financial risks posed to our business by climate change are factored into our enterprise management systems and our annual CDP Climate Report. We assess these risks against their short- (five year), medium- (10 year) and long-term (20 year) impacts.

Like our direct operations, the factories along our supply chain are vulnerable to the effects of extreme and unpredictable weather. This could not only damage their infrastructure and equipment, it could also increase the costs of their own supplies and services and disrupt our operations.

Public Policy

Target advocates for urgent action to be made by the U.S. government on the fight to combat climate change, including direct engagement with policymakers to urge action on climate change as a threat to our business. Read more about our advocacy approach to climate-related issues. We also track energy and carbon regulation and related proposals at the U.S. federal and state levels to identify opportunities to expand our energy commitments and those of our suppliers.

Climate and Energy

SDG

Direct Operations

To reduce the footprint of our direct operations, we're primarily focusing on improving our overall energy efficiency and transitioning to renewable energy.

Our internal Sustainable Building Council facilitates coordination of sustainability strategies and includes representatives from across properties businesses. This group helps develop priorities, milestones and roadmaps to meet our long-term goals.

Renewable Energy

We are also working on sourcing 100% of our electricity from renewable sources by 2030 for our operations, with an interim goal of 60% by 2025. We continue to invest in contracts for off-site renewable energy and rooftop solar projects on our facilities, even after having

reached our 2020 goal of having rooftop solar at 500 facilities in November 2019. As of the end of 2020, we have installed solar at 542 sites across our chain. In 2020, the Solar Energy Industries Association (SEIA) recognized Target as the top U.S. Corporate Onsite Installer for the fourth consecutive year.

Our off-site projects invest in the use of renewables in communities where we operate. In 2020, we signed several renewable power purchase and utility agreements. These further our commitment to power our operations with renewable energy and include:

- Golden Buckle Solar Project in Texas (160 MW)
- Haystack Wind project in Nebraska (90 MW)
- Sparta solar project in Texas (42 MW)
- Salt River Project Central Line Solar in Arizona
- Duke Energy Clean Energy Connection Program in Florida

This year, several of Target's contracted renewable energy projects also began producing clean energy for commercial operation, including our shares of Georgia Power's Commercial & Industrial Renewable Energy Development Initiative, Puget Sound Energy's Green Direct Skookumchuck Wind Facility energy project and the Leeward Renewable Energy Lone Tree Wind Project in Illinois. All of these projects now contribute toward Target's clean energy portfolio.

Energy Consumption

Metric	2020	2019	Framework
Total energy consumption (GJ)	19,454,429	20,040,246	SASB CG-MR-130a.1. (1)
Energy intensity ratio (U.S. electricity) (kWh/SF)	12.80	13.42	GRI 302-3
Percentage of total energy that is renewable and for which we retire RECs (%)[10]	14%[11]	7%	SASB CG-MR-130a.1. (3)
Total electricity consumption (GJ)	13,995,525	14,566,142	GRI 302-1
Percentage of total energy consumed that is grid electricity	57%	65%	SASB CG-MR-130a.1. (2)
Percentage of global electricity consumption that is renewable[12]	38%	27%	Target goal (2025: 60%; 2030: 100%)
Covered by Target RECs	21%	10%	
Grid-renewable portion	17%	17%	
Total number of stores and distribution centers with rooftop solar	542	516	Target goal (2020: 500)
Total number of EV charging spaces	1,034	527	Target goal (2020: 600)
Total number of sites with EV charging stations	117	74	Target goal (2020: 100)
Total number of states with EV charging stations	19	16	Target goal (2020: 20)

10   Renewable electricity includes renewable energy credits (RECs) 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 factories are located. Data sources include: Target's 2020 fiscal year electricity consumption data, Target's 2020 RECs and the CRS Utility Grid Accounting methodology for renewable mix, published in the latest EEI Utility Electricity Mix Database.

11   The Center for Resource Solutions (CRS) Utility Grid Accounting methodology for renewable mix, adopted by CDP, the Climate Registry and RE100, is a more granular method, applying a regional and utility-specific method as published in the latest Edison Electric Institute (EEI) Utility Electricity Mix Database versus the national data used previously. This results in a utility grid renewable mix decline from 18% to 14% from FY2019 to FY2020.

12   The scope of this data is U.S. domestic operations only, but international offices account for less than 1% of our overall electricity consumption.

Climate and Energy

Refrigeration and Efficiency

To date, Target has certified 59 stores to the U.S. Environmental Protection Agency (EPA)'s GreenChill standards and installed around 15,000 hydrofluorocarbon (HFC)-free units in our stores, accounting for approximately 57% of our operations' refrigerants in stand-alone cases. Target is moving toward HFC-free refrigeration systems whenever technically feasible.

We are also building a portfolio of highly energy-efficient stores by continually adopting new technologies and operating procedures. Target has earned ENERGY STAR certification for over 1,500 facilities and was recognized as an ENERGY STAR Partner of the Year in 2021, for the sixth consecutive year.

Electric Vehicle Charging

While it does not affect our Scope 1 and 2 emissions, another way our properties are helping communities fight climate change is through our electric vehicle (EV) charging program. We know many of our guests want to make the switch to EVs, but worry about the convenience of finding places to charge. Target set a goal to install 600 charging spaces at 100 sites by 2020, which we achieved in part through our collaborations with Tesla, Electrify America and ChargePoint.

Supply Chain

Through our science-based target, we committed to support our top 80% of suppliers by spend to set Scope 1 and 2 emission reduction targets in line with the science set out by the Intergovernmental Panel on Climate Change (IPCC) by 2023. By the end of 2020, 23% of our suppliers by spend had set targets. With our supplier engagement program on climate, we continue to partner with suppliers through the journey of calculating their carbon footprint, setting science-based emission reduction targets, tracking progress and driving action together.

By the close of 2019, our merchandise suppliers reported net reductions in their Scope 1 and 2 emissions that were equivalent to 3% of the baseline established in 2017. Half of the reductions were reported from third-party, verified datasets; the other half were validated internally by Target. Target participates in industry programs that focus on energy efficiency to reduce emissions within our suppliers' factories. In addition, we recognize a benefit from greening electric grids in countries where our suppliers operate. Our suppliers are in the process of completing their 2020 data submissions by the end of the year.

The historic challenges and unique retail needs driven by the dynamics of 2020 had an undeniable impact on the growth of our business as we met increased consumer demand. In turn, we also saw an increased impact of our emissions. Increased sales—$15 billion in 2020, greater than our growth in the prior 11 years—contributed to the overall 16.5% rise in our Scope 3 emissions.

These increases do not deter us from our net zero commitment, nor from our work to continue creating strategies to avoid, reduce and remove emissions from our value chain. Our supply chain partners are joining us on that journey to expedite the work already in place to lower our collective impact, including maintaining responsible sourcing, efficiency, increasing renewable energy use and monitoring raw materials programs. Our net zero goal is ambitious, and we recognize the challenge ahead in reducing emissions while still growing our business.

We continue to take a multi-faceted approach to our absolute emissions reduction, focused on the highest carbon impacts to have climate considerations embedded into business practices, including in product design and development and integration of climate performance into supplier scorecards.

Building on our existing supply chain initiatives, we are working to accelerate circular systems and achieve net zero emissions in our supply chains by 2040. Our 2025 ambitions for this work include:

- We aim to have 50% of apparel, footwear, home and hardlines suppliers by spend achieve zero manufacturing waste to landfill
- We aim to have at least 50% of the energy used in strategic and joint business partner owned operations come from renewables
- We intend to leverage soil health practices to improve at least 1 million acres of land

To learn more, see Responsible Sourcing & Sustainability 2025 Goals.

Key Supply Chain Interventions by % Emission Contribution

Category	% Emission Contribution	How We're Acting
Raw materials	35% naturally derived raw materials	**Regenerative agriculture** Along with other major companies, Target is engaged in a five-year, $8.5 million project to support Nebraska farmers in advancing soil health techniques.
	23% manufactured raw materials	**Responsible sourcing** With multiple partners and stakeholders, Target is working to meet responsible sourcing commitments for palm oil, cotton, forest-based products, coffee and seafood.
Product manufacturing	23%	**Sustainable water and energy use** We are collaborating with the AII's CbD program and the IFC Vietnam VIP and CIP. Read more.
Transport	9%	**Sustainable logistics** We seek opportunities to work with third-party logistics providers to improve the efficiency with which they move our products.
Packaging	10%	**Packaging commitments** In 2020, we announced ambitious 2025 commitments to eliminate problematic plastics in packaging. Read more.

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Waste and Circular Economy   Chemicals   Materials   Water

Climate and Energy

Scope 1 and 2 Emissions

Metric	2020	2019	Framework
Scope 1 and 2 GHG emissions (mtCO$_2$e)			
Location based	2,192,085	2,433,234	
Market based	1,883,429	2,298,450	
Change in Scope 1 and 2 emissions from 2017 baseline (market based)	-26.7%	-10.5%	Target goal (2030: -30%)
GHG emissions intensity (Scope 1 and 2, market based) (mtCO$_2$e/SF)	0.00620	0.00763	GRI 305-4
Gross quantity of direct (Scope 1) GHG emissions (mtCO$_2$e)	699,877	752,552	GRI 305-1
Natural gas	251,325	238,899	
Propane	1,776	1,758	
Stationary diesel	1,664	1,955	
Mobile diesel	22,554	41,470	
Refrigerants	422,558	468,470	
Quantity of Scope 1 biogenic CO$_2$ emissions (mtCO$_2$e)	0	0	GRI 305-1
Corporate emissions rate for EPA-applicable refrigeration systems (greater than 50 lbs)	13.3%	15%	GreenChill Partnership
Pounds of ODS R-22 refrigerant removed and replaced with lower global warming potential (GWP) alternatives	19,712	27,243	GreenChill Partnership
Gross quantity of indirect (Scope 2) GHG emissions (mtCO$_2$e)			GRI 305-2
Scope 2 total (location based)	1,492,208	1,680,682	
Scope 2 total (market based)	1,183,552	1,545,898	
Electric (market)	1,179,557	1,541,283	
Electric (location)	1,488,213	1,676,067	
Steam	2,605	2,852	
Chilled water	1,390	1,762	

Scope 3 Emissions*

Metric	2020	2019	Framework
Percentage of suppliers, by spend, having set science-based reduction targets for Scopes 1 and 2 GHG emissions	23%	17%	Target goal (2023: 80%)
Change in Scope 3 emissions from 2017 baseline	16.5%[13]	0.3%	
Change in retail purchased goods and services from 2017 baseline	9.0%[14]	-7.1%[15]	Target goal (2030: -30%)
Quantity of gross other indirect (Scope 3) GHG emissions by GHG Protocol category (mtCO$_2$e)	64,789,000	55,789,000	GRI 305-3
1 – Purchased goods and services	29,177,000	25,721,000	
2 – Capital goods	708,000	789,000	
3 – Fuel- and energy-related activities	397,000	453,000	
4 – Upstream transportation and distribution	2,080,000	1,701,000	
5 – Waste generated in operations	269,000	271,000	
6 – Business travel	4,000	22,000	
7 – Employee commuting	430,000	401,000	
9 – Downstream transportation and distribution	5,284,000	5,671,000	
11 – Use of sold products	23,140,000	17,990,000	
12 – End-of-life treatment of sold products	3,300,000	2,768,000	
Quantity of emissions from commercial air business travel (mtCO$_2$e)	1,623[16]	17,511	GRI 305-3
Quantity of biogenic Scope 3 CO$_2$ emissions (mtCO$_2$e)	0	0	GRI 305-3

*   Our Scope 3 emissions were re-baselined and back cast in line with GHG Protocol as datasets and methodologies were improved.
13   We expect to experience continued sales fluctuations, as we saw an increase in 2020 that is likely to have a material impact on our overall progress toward our goal. We will continue to drive the reductions needed to progress toward our absolute reduction target.
14   Changes in sales from 2017 to 2020 drove a 9.0% increase in emissions. Supplier-reported emissions, which are part of our net emissions calculations, were not yet reported for 2020 at the time of publication and are not reflected in this figure.
15   Changes in sales from 2017 to 2019 drove a 4.1% reduction in emissions, accounting for over half of the total 7.1% reduction.
16   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 verified airline travel emissions.

Waste and Circular Economy 💼 👫

SASB SDG

A sustainable future requires eliminating waste and keeping resources and products in use for as long as possible. Circular design is critical to realizing this—not just for the products Target makes and sells, but for our supply chain, our properties and all our ways of working.

Our work to reduce our climate footprint aligns with our desire to help the transition to a zero-carbon economy in the future. We believe that to have sustainable impact, that economy must be a circular one that designs out waste, uses fewer materials and materials with lower environmental impact—including alternatives to plastics—and makes reuse and recycling easier. We're reducing waste to help cut emissions, because it's the smart way to work and because it is something that our guests and team members care about as much as we do.

As we progress in our journey toward zero waste, we will address the complete value chain by working upstream with our suppliers, improving our own operational waste and reducing the pain points such as packaging identified by our guests.

Our Approach

We see circular design as a critical part of how we will deliver upon our Target Forward and associated 2030 goals. Enterprise-wide circular design principles are the backbone of our newly developed retail product packaging strategy that aspires to having a healthy, inclusive and waste-free future. The principles and training resources were co-created with industry experts and our internal teams and are relevant for all of our team members—whether or not they have "designer" in their job title.

Circularity is incorporated throughout our business and brings our diverse teams together to ensure we positively impact both people and planet. Read more about how we are working with more diverse suppliers and developing more diverse products.

Products

Promoting Circular Design and a Zero Waste Culture

In 2020, we also launched Target's Circular Design Guide, a web-based training hub for team members to learn about circular design and how it impacts their daily work. The interactive resource includes videos, tools and case studies, which we also incorporate into onboarding.

We have completed beta testing for our Circular Design Calculator that enables team members to calculate key factors when choosing materials and have expanded use of the tool to up to 500 team members.

Examples of new products that show how this training is being integrated into our work include:

Universal Thread

Our Universal Thread denim team is working to enable a future where these jeans can be recaptured in a closed loop, by using better materials such as Better Cotton Initiative (BCI)-certified cotton, recycled cotton and recycled polyester. By considering wash finishes that reduce water, Universal Thread has also contributed to over 30% of Target's total wash water reductions. Our designers also utilize 3D technologies for garment fittings to reduce the number of samples needed. Our team is also always thinking about the human impact of garments and through our partnership with Fair Trade USA has had our factories certified and has impacted 41,557 lives this year to date. Finally, to ensure inclusivity was at the core of the brand the team designed an adaptive jean that features elements like no back pockets, a stretch waistband and side zippers at the hem for any adaptive needs.

Spritz

Spritz paper products are already made with materials that are 100% certified by the FSC. The team has now designed and is offering compostable tableware, 95% recycled FSC-certified paper gift bags that are also designed for recyclability and it has redesigned packaging to be recyclable. It has also designed and engineered its décor products, plastic serveware and gift bags to ensure multiple uses. The team is ultimately seeking to create products that are reusable, that are made from regenerative materials (or non-oil-based materials) and that can be recycled so they stay within a closed loop.

Cat & Jack

Sequins are a favorite for our guests and their children. Our Cat & Jack team saw an opportunity to not only delight our guests with more shirts with sequins but do it sustainably. The team worked with their sequin suppliers to source recycled sequins, which are now used in all flip sequin t-shirts.

Find out more about our work on enabling sustainable design choices in our choice of chemicals.

Exploring Alternatives for Plastic Packaging

We know consumers are concerned about plastic packaging impacts. We want to use data to inform our decisions, drive positive systems changes through pre-competitive collaboration across the supply chain and understand the holistic impact of plastic packaging changes.

Since the 2020 launch of the Consortium to Reinvent the Retail Bag, where Target is a founding partner, the initiative is now made up of 13 partners from across retail sectors, including the other founding partners of CVS Health and Walmart. Led by Closed Loop Partners, the Consortium launched an innovation challenge, in partnership with IDEO, and announced nine winners in early 2021.

In addition, as we also continue to increase digital sales, we are investing in changes to our transit packaging and materials choices. For example, in March 2020, we replaced bubble wrap with "hexcel," a 100% recyclable product, for all product orders shipped from stores.

Waste and Circular Economy

In 2020, we announced ambitious 2025 commitments to reduce annual total virgin plastic in owned-brand packaging, make owned-brand packaging with 20% post-consumer recycled (PCR) plastic content and design 100% of owned-brand packaging to be recyclable, compostable or reusable. We aspire to enable the circular economy for plastic by exploring alternative materials, delivery systems and reuse models and pilot new innovation in the owned and national brands we carry.

In June 2021, we announced a new goal to reduce the total volume of virgin plastic packaging by 20% in our owned-brand Food, Beauty and Essentials businesses, measured against our total plastic packaging baseline volume in these categories in 2020 (70,413 metric tonnes). As members of the Ellen MacArthur Foundation and a signatory of the New Plastics Economy and the U.S. Plastics Pact, we join other groups across the plastics value chain in the shared vision to eliminate unnecessary plastic waste through reduction and innovation.

Recycling Returned, Unsold and End-of Life Products

Target has long understood the importance of a robust reverse-supply-and-salvage program. Currently, 67% of the reverse-stream material that comes back to Target is in apparel and home.

We endeavor to make recycling simpler and more convenient for our guests with select take-back programs. We have offered front-of-store recycling of plastic bags and some electronics since 2010 and have held child car seat recycling events since 2016. Our service providers manage 100% of our electronics waste onshore—no materials are exported. Batteries are handled internally and by our hazardous waste vendor, which recycles them and provides tracking data.

In 2020, we also began piloting a textile-to-textile recycling project with Circ. We are taking our end-of-season, overstock and end-of-life textiles and, with Circ, converting them into new raw materials. As our test project, we are turning the recycled raw material into approximately 5,000 of our Target-branded T-shirts that we provide annually to team members for volunteer events.

Managing Waste
Diverting Waste Disposal

When we can't eliminate waste, we try to divert it from landfill. In 2020, 60.2% of construction waste was diverted and we diverted 80.1% of our operational waste from landfill. Our Properties team has been recycling eligible roof membrane from reroofing projects since 2007. In 2020, this amounted to approximately 13,000 tons of material.

We recycled over 13,000 tons of metal from fixtures in 2019.

We continue to use the How2Recycle label on our owned-brand packaging to make recycling options more clear for guests. We have applied the label to our owned-brand Food and Beverage and Essentials and Beauty packaging, and we are working toward applying it more broadly, where relevant. For food that cannot be donated, we have implemented—and continue to implement—organics or composting programs where possible, currently at 545 facilities.

Sets, Events and In-Store Marketing

We have also applied sustainability principles to guest-facing events and internal team meetings. Since each project is different, a new sustainability plan is designed for each event. When planning, we require our agencies and vendors to adhere to sustainability guidelines and assign sustainability resources and experts on-site to support them.

In 2020, we began printing our digital display signs in-store. This gives us the flexibility to print the exact number of signs we need when we need them, reducing waste and eliminating the need for shipping. We have continued our work to reduce our use of landfill-only foam core by replacing it with recycled and recyclable corrugate signing.

Eliminating Food Waste

We employ multiple tactics to reduce food waste. We're carefully looking at our replenishment strategy so that we don't hold more food than we think we will sell, and we stock what is relevant to a particular store and the guests it serves. This work relies on improving our inventory accuracy through forecasting, ordering tools, merchandising solutions and offering guests discounts on food close to expiration.

We continue to use a standardized date-label initiative across our owned-brand products to help provide clearer guidance to our guests and help reduce food waste in their home.

This past year we tested and began rolling out a new store ordering capability for short shelf life items in produce that provides more consolidated information and forecasts for stores team members to use when replenishing products that currently have high waste rates.

When we still end up with more food than we can sell, we use store tools and technology to promote donating food, through our trusted partner Feeding America. In 2020, we donated 94.5 million pounds of food, which is equivalent to 78.7 million meals.[17]

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17 In 2020, we updated our meals calculation to mirror industry best practice, which we did by removing non-food donations and pet food from the meals calculation. The figures in the metrics reflect these changes.

Waste and Circular Economy

Materials & Waste Management

Metric	2020	2019	Framework
Circular Economy			
Cumulative number of people we trained on circular design since 2018			
Team members	2,422	1,632	
Vendors	1,153	1,153	
Cumulative amount invested in textile recycling technologies since 2018 (USD)	$1,002,810	$937,810	Target goal (2020: $1 million)
Recycled polyester used (tons)	38,700	34,800	GRI 301-2
Apparel & Accessories	23,100	20,300	
Home & Hardline	15,600	14,500	
Annual amount of waste recycled from car seat recycling program (million pounds)	3.3	7.0	GRI 301-3
Percentage of owned-brand products in Food & Beverage and Essentials & Beauty with the How2Recycle label where space allows	96.0%	96.5%	Target goal (2020: 100%)
Responsible Disposal of Waste			
Percentage of operational waste diverted from landfill	80.1%	77.5%	
Number of Target locations with organics recycling	537	343	
Weight of non-hazardous operational waste (tons)	1,008,746	966,378	GRI 306-2
Weight of hazardous operational waste (tons)	1,534	1,204	GRI 306-2
Weight of **non-hazardous** operational waste disposed of by **reuse** (tons)	167,430	175,879	GRI 306-2
Plastic hangers	10,387	4,996	
Donations	53,720	52,442	
Salvage	104,499	118,441	

Metric	2020	2019	Framework
Weight of **non-hazardous** operational waste disposed of by **recycling** (tons)	641,762	550,762	GRI 306-2
Cardboard	573,633	514,564	
Plastic bags and shrink wrap	11,538	10,282	
Plastic, glass and aluminum cans and bottles	4,673	4,480	
Electronics	9,706	2,859	
Metal	13,552	14,921	
Paper	2,794	3,121	
Used cooking oil	165	168	
Other	17,884	18,012	
Weight of **non-hazardous** operational waste disposed of by **composting** (tons)	7,133	5,345	GRI 306-2
Weight of **non-hazardous** operational waste disposed of by **recovery**, including energy recovery (tons)	0.4	1	GRI 306-2
Weight of **non-hazardous** operational waste disposed of by **incineration** (mass burn) (tons)	273	151	GRI 306-2
Weight of **non-hazardous** operational waste disposed of by **landfill** (tons)	199,590	216,546	GRI 306-2
Weight of **non-hazardous** operational waste disposed of by **other** means (tons)	167,430	33	GRI 306-2
Material release and container recycling (i.e., helium)	0	0	
Wastewater treatment	42	33	
Weight of **hazardous** operational waste disposed of by **recycling** (tons)	14	12	GRI 306-2
Weight of **hazardous** operational waste disposed of by **recovery**, including energy recovery (tons)	3	3	GRI 306-2
Weight of **hazardous** operational waste disposed of by **incineration** (mass burn) (tons)	1,513	1,191	GRI 306-2
Weight of **hazardous** operational waste disposed of by **landfill** (tons)	0	0	GRI 306-2
Weight of **hazardous** operational waste disposed of by **other** means (tons)	3	12	GRI 306-2
Material release and container recycling (i.e., helium)	0	0	
Wastewater treatment	3	12	
Number and volume of recorded spills	None	None	306-3

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Chemicals

SASB

Our guests care about what goes in, on and around their bodies, and so do we. They trust us to deliver products that are better for them, their families, their communities and our shared planet.

Chemicals are the building blocks of our products. They create the function of and put the fun into products, from clothes to cleaning supplies. Most are helpful, but some can cause harm to people and environments. We have a unique opportunity to use our size and scale to impact the value chain, whether in the manufacturing of our owned-brand products or in local store and distribution communities or beyond.

We prioritize eliminating chemicals with the biggest potential health and environmental impact, factoring in their prevalence within our products and operations. We also prioritize products that guests tell us are most important to them. These are everyday items that our guests use for themselves, their families and their homes, and it is essential that we make it easy for them to understand and trust the way we address chemicals.

Our Approach

Since establishing our comprehensive Chemicals Policy framework across all our product categories and operations in 2017, we have remained committed to advancing transparency, progressive chemical management and green chemistry innovation across our value chain.

This strategy encompasses brands we own and others we sell, as well as products used in our operations (such as cleaning supplies), though how we pursue these objectives differs by area of our business and product type.

Formulated Essentials

Since releasing our Chemicals Policy and setting the associated chemical management and transparency goals in 2017, we have made steady progress. When we set these goals, we knew it would be a challenge to the industry. Though we weren't able to achieve the goals by the end of 2020 because not all of our partners were willing to disclose or reformulate products, all of our in-scope owned-brand products either currently meet the goals or have plans for rolling changes to do so. We are still pleased with our progress over the past few years, and rather than extending the deadlines, we are applying learnings from the implementation of these goals to evolve our approach for these product categories.

We learned that incentives for change can help us make great strides alongside our supply chain partners—and we'll endeavor to keep programs like Target Clean based on a list of chemical compounds we seek to remove from our assortment.

We also know that there is a much broader set of chemicals of concern than what we're currently tracking—and we'll begin learning how to calculate our aggregate usage of chemicals and set targets for reduction via the Chemical Footprint Project, of which we're already a signatory and survey participant.

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Chemicals

Textiles

In the case of textiles, we have primarily focused on our owned-brand supply chain, where we have greater influence over what goes into the product as well as the process. Our Restricted Substances List (RSL) applies to owned-brand clothing and non-clothing textiles and since January 2020 all in-scope products must meet our RSL. To assess compliance, we incorporate RSL validation into our owned-brand Multistage Testing Program, taking a risk-based testing approach. If a product is not compliant, we will not sell it. Our Manufacturing Restricted Substances List (MRSL), which we adopted from ZDHC, also applies to owned-brand textiles. We have implemented our MRSL with all our apparel wet-processing suppliers, all of which meet or have a plan to meet our MRSL requirements. We work with ZDHC on updates to its MRSL. Read more about ZDHC.

We have also set goals to remove two categories of chemicals from owned-brands and national-brand exclusive textile products we sell by 2022: added flame retardants that are potential carcinogens or pose harm to guests, workers or communities and perfluorinated chemicals (PFCs, expanded scope to include perflourinated alkyl substances), which are typically found in stain- and water-resistant coatings. We continued to make progress on these efforts in 2020.

Direct Operations

Responsible chemical management is embedded across our business, including in the way we manage our facilities. We address chemicals using our policy as guidance, such as:

- Tracking vendor use of neonics through our Neonicotinoid Management Plan
- Updating training on salt application in winter at stores impacted by snow and ice
- Transitioning to phenol-free receipt paper for all standard and mobile-device checkout lanes in our stores
- Responsibly managing inventory and usage throughout the supply chain, using data and on-site visits to verify appropriate purchasing, calibration of equipment and team member understanding for the responsible application of chemicals used to clean our facilities

Moving the Industry

We are investing in innovative new green chemistry ideas and sharing our chemical lists and guidance publicly. We believe that taking steps to transform our industry will play an important role in advancing safety for supply chain workers, and we have exceeded our goal to invest $5 million in green chemistry innovation by 2022, with $5,499,159 spent by the end of 2020.

We also participate in multiple industrywide collaborations. For example, we are members of the Green Chemistry & Commerce Council (GC3) and participate in the Retailer Leadership Council (RLC). In 2020, the RLC continued development of a roadmap to encourage better transparency in supply chains around the chemicals used in consumer products and to guide participating companies in how to meet best practices by 2022.

Chemicals

Metric	2020	2019	Framework
Amount invested in green chemistry innovation since 2017 (USD)	$5,499,159	$3,741,522	Target goal (2022: $5 million)
Percentage of SKUs in owned- and national-brand beauty, baby care, personal care and household cleaning formulated products to which we have access to screen ingredients	80%	76%	
Percentage of SKUs in owned- and national-brand beauty, baby care, personal care and household cleaning formulated products with transparency for all ingredients, including generics such as fragrance	43%	35%	Target goal (2020: 100%)
Percentage of SKUs in owned- and national-brand beauty, baby care, personal care and household cleaning product categories formulated without phthalates, propylparaben, butylparaben, formaldehyde, formaldehyde donors or nonylphenol ethoxylates (NPEs)	54%	47%	Target goal (2020: 100%)

Materials

Earth's natural resources provide us with essential raw materials for our products. To help our suppliers source responsibly while minimizing harm to the planet and supporting communities, we have developed policies and programs for key materials.

The key raw materials in the products we source can have significant impacts: on people across our supply chain and in communities nearby, including indigenous populations, and on biodiversity, both from direct agricultural practices and shifts in land use.

Deforestation is often associated with the production of commodities like palm oil, soy, cattle and rubber. Forests host irreplaceable ecosystems that mitigate climate change, foster habitat biodiversity and offer livelihoods for communities.

Apart from their environmental impacts, cotton, palm oil, coffee and seafood have all been tied to forced labor. We manage human rights impacts in our supply chain through policies, partnerships and various types of due diligence.

Our Approach

We seek to protect our shared environment and the people who cultivate our supplies primarily through responsibly sourcing materials for our owned-brand products.

Our sourcing teams, suppliers and designers are aligned with our values and empowered to drive progress on our commitments. Our guests' needs play a part in helping us choose which products we focus our sustainability and sourcing efforts on and whether we leverage our impact through our owned brands or national brands.

We have published commitments for forest products, cotton, animal welfare, palm oil and seafood. Reporting on our progress toward these commitments keeps us accountable and transparent. We are also a proud member of multiple external partnerships that are focused on driving innovation and transparency around how key resources are grown, sourced and produced.

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Materials

Certifications

While we recognize that third-party standards are not without their faults, we view them in many cases as a good pathway to gain confidence in the practices used and foster change as part of a larger ecosystem of companies and consumers.

Our suppliers utilize certifications from the Forest Stewardship Council (FSC), Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Best Aquaculture Practices (BAP), the Roundtable for Sustainable Palm Oil (RSPO), Fair Trade USA and others to guide our sourcing decisions for our owned brands. We communicate sustainability-related information of interest to our guests and put clear icons on products to highlight their certification.

In our forestry supply chains, we use chain-of-custody certifications wherever possible to ensure we source from well-managed forests, preferring FSC standards. However, chain-of-custody wood supplies are not always available. Recently we collaborated with Preferred by Nature, an organization with expertise in forest product supply chain auditing and risk mitigation, to analyze an uncertified supply of wood. This pilot is helping us craft a process to minimize risk when a certification is not available.

Partnerships

We also rely heavily on working groups and nongovernmental organization (NGO) partners to inform our sourcing policies and push for systemic improvements to agricultural systems. These include:

Internal Standards and Goals

Several of our internal material standards are still being phased into implementation. We continue to implement our Responsible Sourcing Policy

Materials

Partner	Program
U.S. Roundtable for Sustainable Beef (USRSB)	Participating with the industry in making beef production more sustainable
Practical Farmers of Iowa, The Nature Conservancy and Sustainable Food Lab	Collaborating to protect and promote biodiversity and soil health
Field to Market: The Alliance for Sustainable Agriculture	Supporting continuous improvement in U.S. commodity agriculture as an associate member
BCI Farmers	Helping train farmers to use water efficiently and reduce their use of the most harmful chemicals, as well as committing to respecting worker rights and well-being
Cotton LEADS	Purchasing LEADS-certified products, which address environmental impacts on land and soil, biodiversity and carbon footprint, as well as accountability throughout the supply chain
FishWise	Working to monitor and continually improve the sustainability of our farmed and wild-caught seafood assortment
Sustainable Packaging Coalition and the American Forest Foundation	Helping develop the Forests in Focus platform to identify risks in forest product supply chains and engage with forest owners
GreenBlue and the Sustainable Packaging Coalition	Developing a guide to verify responsible sourcing
Earthworm Foundation	Partnering to achieve traceability to the mill level in our palm oil supply chain
Arvind	Funding a cotton program with our apparel supplier that aims to convert 500 cotton farmers in India to adopt organic and regenerative farming practices over the next five years
World Wildlife Fund	Funding a project to analyze the costs associated with rubber farming and converting land to more efficient rubber production

for Forest Products, through collaboration with suppliers and other stakeholders. As a first step in our transition to responsibly sourced forest fibers, we are focusing on three areas: paper-based materials, furniture and décor, and rayon used in apparel. We are also shifting to more sustainable packaging materials for our owned brands. We have been offering direct support through developing training videos and documentation for factories looking to be certified. This work earned us a Leadership Award from FSC in 2020.

We have committed to using RSPO physically certified (Mass Balance, Segregated or Identity Preserved) palm oil, palm kernels and derivatives

in relevant owned-brand product categories and aim, by the end of 2022, to achieve traceability to the mill level.

Building on our existing food animal welfare commitments, we launched expanded animal welfare standards this year that cover raw materials used in our general merchandise categories. All of these commitment and goals are grounded in our belief that every animal deserves humane treatment throughout its life. We also continued to make progress toward our time-bound goals on cage-free eggs and transitioning to suppliers that do not use sow gestation crates. Our Implementation team meets regularly with our pork suppliers to discuss

developments and collaborate on overcoming challenges. One recent example included connecting one of our suppliers with crate-free producers to help expand its capacity. Looking ahead to 2022, our suppliers are transitioning their equipment to provide the crate-free pork we need.

Our goals and commitments also help focus our responsible sourcing work. Our goals for key commodities include:

- Source 100% sustainable cotton (i.e., BCI and U.S. LEADS certified) for our owned- and exclusive-brand products by 2022
- Source all owned-brand paper-based retail packaging from sustainably managed forests by 2022
- Roll out implementation of our forest products policy among our relevant owned brands: Up&Up, Pillowfort and Cat & Jack by 2020; Threshold and Smith & Hawken by 2022
- Transition to only cage-free shell eggs, pending available supply, by 2025
- Engage suppliers that do not use sow gestation crates by 2022
- Certify all palm oil, palm kernel oil and their derivatives in Target's owned-brand food, household cleaning, personal care, baby care, beauty, cosmetics and candle products by RSPO or an equivalent standard with a Mass Balance, Segregated or Identity Preserved supply chain certification by the end of 2022. Target also aims to increase the portion of Segregated and Identity Preserved palm oil used in its products over time
- Trace our palm oil supply chain to the mill level by the end of 2022

Find out about our efforts to support regenerative agriculture in Climate and Energy.

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Materials

Materials

Metric	2020	2019	Framework
Wood/Pulp			
Percentage of owned-brand paper-based packaging sourced from sustainably managed forests	63%	51%	SASB CG-AA-440a.2
Percentage of SKUs that conform to Target's forest products policy in			Target goal
Spritz	99%	99%	2018: 100%
Up&Up, Pillowfort and Cat & Jack	64%	38%	2020: 100%
Threshold and Smith & Hawken	24%	0%	2020: 100%
Percentage of rayon meeting CanopyStyle commitment	100%	n/a	Target goal (2020: 100%)
Palm Oil			
Amount of palm oil sourced (metric tonnes)	8,497	4,526	SASB CG-HP-430a.1
Percentage of sourced palm oil certified through RSPO supply chains			SASB CG-HP-430a.1
Identity Preserved	1%	0%	SASB CG-AA-440a.2
Segregated	7%	1%	
Mass Balance	82%	45%	
Book & Claim	10%	54%	
Percentage of palm volume traced to the			
Importer	81%	79%	
Mill	n/a	n/a	

Metric	2020	2019	Framework
Cotton			
Cotton from sustainable cotton standards (metric tonnes)			SASB CG-AA-440a.2
BCI	109,131	79,776	Target goal (2022: 100%)
U.S. Cotton LEADS	3,805	3,600	
Animal Welfare			
Percentage of shell eggs sold from cage-free sources (by revenue)	50%	51%	SASB FB-FR-430a.2 Target goal (2025: 100%)
Coffee			
Percentage of SKUs of Good & Gather coffee in bags or pods certified by Fair Trade USA	100%	27%	SASB CG-AA-440a.2 Target goal (2022: 100%)
Seafood			
Percentage by weight of seafood meeting our Sustainable Seafood Policy			SASB CG-AA-440a.2
Fresh and frozen	100%	100%	
Shelf-stable tuna	n/a	n/a	
Sushi	n/a	n/a	

Water ▪ ♦♦♦

SASB SDG UNGPRF

Clean, drinkable water and sanitation are human rights and essential to maintaining human and environmental health—yet clean freshwater sources are disappearing at an alarming rate. We recognize the tension between protecting freshwater supplies and needing it to operate our business.

Water is essential to our agricultural materials for food and textile products, manufacturing (particularly of apparel and textiles) and operations of our stores, distribution centers and offices.

Access to clean water is also a fundamental need for communities all along our value chain. Beyond our and our suppliers' consumption of water, our value chain also impacts water resources through agricultural and wastewater discharge and runoff, runoff from our properties and use of the products we sell, e.g., microfiber shedding.

Our Approach

We focus on safeguarding freshwater quality, quantity and access, tailoring our approach to best manage our impact in high-priority regions, products and processes along our entire value chain.

In 2020, we used the World Resources Institute (WRI) Aqueduct tool to understand our water risk for both domestic and international facilities. In domestic locations, we'll use this updated data to prioritize efforts in highest-risk watersheds. In our international supply chain, this water risk information is incorporated into a hotspot mapping exercise by facilities' Higg data that helps us prioritize which locations to focus on for programs like AII and IFC based on their environment footprint. We rely on key partnerships—in which Target often has a high level of involvement and engagement—to better direct our efforts and reduce our impact. Our strategic focus areas include food and fiber (such as cotton) in our raw material supply chain; textile and apparel factories in priority watersheds in our manufacturing supply chain; and demand reduction and stormwater flows in our direct operations.

Supply Chain

Details on water-related work in our supply chain are covered already elsewhere in this report:

- Our partnership with BCI saved an estimated 12.9 billion gallons of water in 2020
- Our regenerative agriculture work will reduce agricultural runoff, in addition to its climate benefits
- Our work with ZDHC sets higher standards for factory wastewater discharge and reduces the presence of harmful chemicals in the manufacturing process for owned-brand textiles
- Ongoing programs with AII and IFC are improving water efficiency in apparel processing
- We support communities' access to water and sanitation through Water.org

Making Water Equitable

Water is a human right and a resource that every single one of us needs. We realize that access to it has been impacted by systemic human rights violations and we take a holistic approach to water management to address these. California has a highly engineered water system, meaning it was built by people and therefore was the result of decisions made by people in power.

Target is a member of the California Water Action Collaborative (CWAC), a platform for leading environmental NGOs, corporations, agricultural producers and others to come together and pursue collective action projects to improve California's water security for people, business, agriculture and nature. In 2020, CWAC began work to embed an equity approach to projects' identification and prioritization. This is intended to meet the mission of water resilience for all Californians; racial equity must be embedded and explicitly a part of our work moving forward.

This work will include diversifying CWAC membership and educating current membership about the inequities built into California's water system. As a member of CWAC, we will also help identify and help support projects that prioritize economically or historically disinvested communities with compromised access to safe and affordable drinking water, those disproportionately burdened by water and those who may not have the investment capabilities to upgrade water fixtures to be more efficient.

Find out more about the work we're doing to make our communities more inclusive.

Direct Operations

Target has continued to operate and maintain best practices in managing stormwater and the quality of water leaving our sites. We've created a comprehensive stormwater management system for each of our stores. In 2020, Target launched a refreshed smart salting training program for our stores, distribution centers and headquarters facilities that experience snow events, based on techniques developed by the Minnesota Pollution Control Agency.

We've also partnered closely with watershed groups in Minnesota to retrofit existing stores with green stormwater infrastructure to capture and treat runoff before it leaves our sites, and we have received a grant award from Philadelphia's Green City, Clean Waters. We plan to update the system at the Bridesburg neighborhood store to help the city meet its water quality objectives.

Water

In addition to our water quality work, we have also invested in water efficiency. We have a goal to reduce absolute water withdrawals at our stores, distribution centers and headquarters facilities by 15% by 2025 from our 2010 baseline of roughly 3.4 billion gallons. We are excited to announce that we reached our goal early and have reduced our water use in our operations by 17.7%. We work with local municipalities and water providers to improve our efficiency in our operations through water data review, reporting and utility efficiency audits. And we're investing in smart irrigation technologies as well as efficient restroom fixture upgrades in 2021, which will help further reduce our water demand as well as create safer restrooms with hands-free toilets and faucets.

Products

Target is an associate member of The Microfibre Consortium, which facilitates the development of practical solutions for the textile industry to minimize fiber fragmentation and release to the environment from textile manufacturing and product life cycle. We have also supported OceanWise for microplastics research by funding a cohort through the Outdoor Industry Association (OIA).

Target has used waterless dyeing in some owned-brand fabrics since 2013, and we continue to design garment-washed apparel for water savings. Due to changes in tracking systems, we cannot report data for 2020 and 2021,[18] but we are on track to achieve our

goal of designing 100% of garment-washed owned-brand apparel utilizing water-saving design principles by 2025.

Beyond the Fence Line

We also have an ongoing commitment to continuously promote sustainable water management in California. The state is one of the most water-stressed areas in the world—and it is where much of the fresh produce we source comes from and where our largest store footprint is located. We have continued our leadership within the CWAC and Ceres' Connect the Drops campaign. In 2020, we pursued collective action projects with Pacific Institute, Bonneville Environmental Foundation and the Arbor Day Foundation, based on our membership in CWAC.

Water use

Metric	2020	2019	Framework
Manufacturing			
Percentage of SKUs of garment-washed owned-brand apparel utilizing water-saving design principles (%)	74%	49%	Target goal (2025: 100%)
Denim	95%	61%	SASB CG-AA-430a.1
Non-denim	53%	42%	
Direct Operations			
Water withdrawal			GRI 303-3
Reduce absolute water use in stores, distribution centers and headquarters	-17.7%	-14.5%	Target goal (2025: -15%)
Total water withdrawn (ML)	10,571	10,986	SASB CG-HP-140a.1
Percentage from municipal water utilities (%)	>99%	>99%	SASB CG-HP-140a.1

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18   2020 data was gathered using a different method than previous years due to the transition of systems.

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Governance

Business

Built on Ethics

Operating ethically is a core value for Target and we are guided by robust governance processes and policies. Our suite of policies directs our approach to everything, from how we advocate for our business and manage our operations to how we communicate with guests and engage with our communities. In all that we do, we strive to embody our values of inclusivity, connection and drive.

Frameworks reported on:

GRI
TCFD
UNGPRF

Our work contributes to these SDGs:

16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

In This Section

How We Govern Corporate Responsibility and ESG Issues

TCFD

Management and Board Oversight

Corporate responsibility is part of the strategic core of our business and is embedded across functions to make sure we consider sustainability and responsibility at every level.

At the management level, our ESG-related activities are led and coordinated by our Senior Vice President, Corporate Responsibility, who has regular interactions with our Board of Directors and its Governance Committee. The Senior Vice President, Corporate Responsibility is responsible for:

- Conducting regular materiality assessments to determine the topics of most significance to our stakeholders
- Collaborating with other members of management to instill ESG-related priorities into our business operations, including product design and development, sourcing and supply chain operations and our new store development
- Developing ESG-related goals and managing our ESG data, measurement and reporting

Given the breadth of ESG issues for a company of Target's size and scale, oversight of those issues occurs within our existing organizational framework for the Board and its committees. In general:

Governing ESG

Responsible Party	Oversight Area for ESG Issues
Board	Oversees our strategic approach to sustainable long-term value creation consistent with our declared purpose of helping all families discover the joy of everyday life, approves major strategic initiatives in support of long-term goals and addresses critical issues as they arise, such as Target's response to the COVID-19 pandemic and efforts to address inequities and social justice reform
Governance Committee	Addresses ESG topics on a consolidated basis by allocating responsibilities for ESG topics among the Board and its committees as part of its reviews of our charter documents and overseeing our overall approach to corporate responsibility, including our materiality assessment process, the establishment of long-term ambitions and goals for ESG matters and reviewing our annual ESG or Corporate Responsibility Report
Human Resources & Compensation Committee	Oversees matters that impact our team, including training and development, team member health and wellness, DE&I and pay equity matters
Risk & Compliance Committee	Oversees our principal operating, business and compliance and ethics risks, including environmental matters, responsible and ethical sourcing, cybersecurity and workplace conduct

You can find more information about our Board of Directors in our Proxy Statement.

Ethics

As a purpose-driven company, we know how important it is to draw on our shared values to bring our purpose to life. Every good decision upholds our values, strengthens our brand and maintains our connection and trust with people and communities we serve.

Our Approach

Our Code of Ethics establishes expectations to consistently guide ethical decision-making by our team members, while our Vendor Code of Conduct communicates our expectations of ethical behavior by our business partners.

Target team members are required to follow applicable laws and Target's Code of Ethics and policies, which address areas such as DE&I, privacy and data security and conducting business fairly. Team members are required to hold themselves and each other accountable to the Code of Ethics and report any actual or suspected violations. Target acts promptly and appropriately to all substantiated reports.

Our Board members have a separate Code of Ethics, contained within our Corporate Governance Guidelines, tailored to their unique role. New members also participate in an orientation program that includes corporate responsibility priorities.

Ethics & Compliance Training

Target provides team members guidance on ethics and the compliance responsibilities relevant to their roles. Delivered at new hire onboarding and annually, our mandatory ethics and compliance trainings are one of the ways we reinforce expectations for every team member.

Beyond core ethics, our approximately 170 compliance trainings cover a wide range of key obligations and behaviors, including anti-bribery, government interactions, anti-competitive behavior, environment, food safety and privacy. We also train on employment compliance topics, including wage and hour, discrimination and harassment, and health and safety. Training is tailored to Target's specific operations and team functions. For instance, team members who interact with government officials receive additional training to reinforce our anti-bribery policies and practices.

We train on ethics yearly because training keeps us sharp, committed and effective in our actions, and regularly reinforcing ethics shows what we value and what we expect from each other as a team.

Anti-hate, Anti-violence and Anti-Racism

Since mid-2020, there has been an alarming increase in hate-based violence happening across communities—against women, against people who are Jewish, Muslim and Christian, people with disabilities, people in the BIPOC and LGBTQIA communities and so many others who have either been singled out as different or randomly attacked. We firmly believe that hate, racism and violence have no place for anyone who aspires to serve all families. As a part of our efforts, we have introduced in-depth anti-racism experiences, immersions and training for all team members, starting with company officers.

Anti-Bribery and Corruption

Target is committed to conducting business ethically. We neither rely upon nor tolerate unethical or illegal business practices. Our Code of Ethics and Anti-Bribery Policy provide anti-corruption guidance that we require all team members to understand and follow. We strive to comply with all applicable anti-bribery laws, including the U.S. Foreign Corrupt Practices Act and local anti-bribery laws.

We similarly expect vendors, suppliers, contractors, subcontractors and their agents to comply with bribery laws.

Anti-Competitive Behavior

Acting ethically is core to our approach and we believe that by complying with competition and antitrust laws, we promote free and fair competition between companies.

Our Antitrust Policy requires our team members to comply with competition and antitrust laws and prohibits team members from making agreements with competitors that restrain competition.

Public Policy & Civic Engagement

SDG

We believe it is important that everyone's voice be heard and we have long encouraged active participation in public policy and civic affairs. That focus was increasingly important in 2020, as communities across the nation grappled with a global pandemic and calls for racial justice during a national election year. We believe cooperation is key to bringing people together and helping us all work toward our collective interests.

As one of the largest employers in the U.S., operating in all 50 states and the District of Columbia, we believe it is important to lend our voice and experience to the public policy issues that affect our business and the community.

That's why it is—and has always been— important to us to work with government officials to shape equitable, effective public policies for our business and industry, our team members, our guests and our communities.

Some of the top issues in the last year included:

- The COVID-19 pandemic and related public policy issues
- Tax
- Employment policy
- Trademark reform
- Trade

We adhere to applicable laws that govern our interactions with public officials and to our own company policies and disclosure practices. We work with elected officials of both political parties to help shape constructive public policy solutions that benefit our business, team, guests and the communities we serve.

Our Approach

Responding to the Pandemic

As an essential retailer, we have been operating in all 50 states since the pandemic started. As more businesses began to reopen, we recognized how difficult it could be for them and the considerable adjustments they would need to make to their business all at once. We also recognize that communities and businesses are reliant on each other to create jobs and make communities the unique places that we've all come to know.

From that perspective, we developed the SAFE Retail toolkit. The SAFE Retail toolkit is a resource available to any business that may be thinking about how to operate differently for some time into the future. It includes the processes and tools that we adopted to continue our operations while prioritizing public health and employee and community safety, packaged into a 60-page resource. It's not only an overview of the changes Target made, but also offers general resources for other businesses to immediately use.

We shared the SAFE Retail toolkit with governors' offices, business organizations and local- and county-level officials across the country. We spoke at webinars to share these learnings directly with small businesses and made it available online for anyone to access at it at any time.

Our REACH Aims: Public Policy & Civic Engagement

As part of our REACH commitments, Target will work with policymakers to address key issues such as safety and police reform, advancing education and economic opportunities for Black Americans and supporting nonpartisan efforts to encourage fair, accessible and safe voting.

We recognize that we're coming into this work without having all the answers. While our approach will focus on Black team members, guests and communities, we will be open-minded and collaborate with multiple community voices.

Read more about our REACH commitments.

Public Policy & Civic Engagement

Promoting Civic Engagement

Civic participation is the backbone of a healthy democracy. Our goal is to inspire a culture of engagement at Target and provide meaningful opportunities for civic participation. To help do that, we recruit team members to shape and participate in our Citizens@Target network, which promotes nonpartisan, informed civic participation efforts that strengthen society and support our team and business. The Citizens@Target network hosts information sessions, including an event series on civil discourse and encouraging conversations across political divides.

We have long offered paid time off to vote and introduced paid time off to work as an election judge for all team members. We also offered employees free rides to and from polls through Lyft where permitted by law and provided information, tools and resources so our team members and guests across the country could successfully participate in elections.

We partnered with several national organizations to encourage voting, including the Civic Alliance, National Voter Registration Day, Vote Early Day, the League of Women Voters Education Fund and Time to Vote.

Our Political Advocacy

As a retailer and employer of over 350,000 team members, we play a constructive role in informing policymakers about many legislative issues. We advocate at all levels of government, sometimes through trade associations and policy-based organizations, to ensure that the impact legislative and regulatory issues have on our business, industry, communities and team members is understood.

We work with elected officials of both political parties to help shape constructive public policy solutions that benefit our business, team, guests and the communities we serve. One way we do this is through contributions from our TargetCitizens Political Action Committee (PAC). TargetCitizens PAC is funded through voluntary contributions by eligible team members and contributes in a bipartisan manner to federal candidates and organizations.

PAC contributions are based on policy and business priorities. Given the diversity of interests, viewpoints and the broad membership represented by these candidates and organizations, the positions they take do not always reflect Target's purpose and beliefs.

Target Corporate Political Contributions

Jan. 1 – December 31, 2020

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.

Organization	Contribution
California Legislative Black Caucus	$15,000
Florida Retail Federation PAC	$13,000
California Women's Caucus (Women in CA Leadership)	$10,000
California Moderate Dem Caucus (CA for Jobs and a Strong Economy)	$10,000
California Chamber of Commerce PAC	$7,200
California Retail Assn Good Government Council	$7,200
New Jersey Retail PAC (IMPAC)	$5,000
New York Retailers for Effective Government	$5,000
California Republican Caucus	$5,000
New York Senate Republican Caucus	$5,000
New York Assembly Democratic Caucus	$5,000
New York Senate Democratic Caucus	$5,000
New York Assembly Republican Caucus	$5,000
Community Leaders of America	$5,000

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.

Organization	Contribution
National Governors Association	$60,000
Democratic Governors Association	$50,000
Republican Governors Association	$50,000
Democratic Legislative Campaign Committee	$12,000
Republican Legislative Campaign Committee	$12,000

Published June 2021

Indexes & Glossary

Reporting Frameworks

Target reports against multiple global sustainability-focused indexes to give investors and other key stakeholders a transparent account of our performance and progress. These standards provide criteria for us to report against across a range of ESG topics and, taken together, provide a detailed, holistic view of our approach and achievements. In addition, this year we have sunsetted several goals and developed new commitments and have provided an overview of our journey so far.

In This Section

What We Achieved

We have worked hard to grow Target's sustainability efforts and impact, and we're proud of how far we've come. Now Target Forward will build on this work with <u>new goals</u> to accelerate our ambitions and drive for additional change that is good for all.

People (Social)

Section	Goal	Goal Update*
Social Responsibility in the Supply Chain	Enhance the lives of 3 million people in the factories and surrounding communities where Target's goods are produced by 2020	Achieved 3,427,774 as of December 31st 2020
Team Members—Employment	Pay all team members a minimum hourly wage of at least $15 by the end of 2020	Achieved as of July 2020
Team Members—Diversity, Equity and Inclusion	Increase representation of people of color to at or above the qualified applicant pool	Increased representation for people of color in exempt roles by 15%
Team Members—Diversity, Equity and Inclusion	Increase representation of women of color	Increased women of color in exempt positions by 23%
Team Members—Diversity, Equity and Inclusion	Increase gender equity in representation	As of the end of 2020, our workforce is close to or above 50% women at all levels
Team Members—Diversity, Equity and Inclusion	Reduce the rate of turnover for people of color and narrow the gap to white turnover	We have more work to do to reduce turnover of team members of color but we are encouraged that we are driving toward positive progress
Team Members—Diversity, Equity and Inclusion	Increase promotional rate of people of color from entry level to midlevel to at or above internal talent pool representation	Increased the number of promotions for people of color from the exempt entry level to midlevel by 54%
Team Members—Diversity, Equity and Inclusion	Increase promotional rate of female team members from midlevel to senior leadership to at or above internal talent pool representation	Increased our promotion of women to senior leadership levels by 17%
Team Members—Diversity, Equity and Inclusion	Maintain favorability among people of color on diversity and inclusion-related engagement survey questions and narrow the gap to white responses	Due to COVID-19, we were unable to conduct the engagement survey in 2021
Team Members—Diversity, Equity and Inclusion	Achieve favorability among people of color on inclusive leadership-related engagement survey questions and narrow the gap to white responses	Due to COVID-19, we were unable to conduct the engagement survey in 2021
Serving and Strengthening Communities	Volunteer 1 million hours annually	Due to COVID-19 and restrictions on in-person volunteerism we were unable to achieve this goal. However, we were still able to contribute nearly 500,000 hours of volunteer service
Serving and Strengthening Communities	Build 100 new soccer play spaces by 2020	Achieved 100

*   All quantitative company data, unless otherwise stated, reflect fiscal year 2020.

What We Achieved

Planet (Environment)

Section	Goal	Goal Update*
Climate and Energy	Reduce our absolute Scope 3 retail purchased goods and services GHG emissions by 30% below 2017 baseline levels by 2030	9%[19]
Climate and Energy	Ensure that 80% of our retail and non-retail suppliers by spend will set science-based reduction targets on their Scope 1 and 2 emissions[20] by 2023	23%
Climate and Energy	Reduce our absolute Scope 1 and 2 GHG emissions by 30% below 2017 baseline levels by 2030	26.7% reduction (Scope 1 and 2)
Climate and Energy	Source 100% renewable electricity[21] for our global operations by 2030 and 60% by 2025	38%[22]
Climate and Energy	Add rooftop solar to 500 of our stores and distribution centers by 2020	Achieved 542 sites with rooftop solar at year end
Climate and Energy	Expand our electric vehicle (EV) program to more than 600 parking spaces with charging stations at more than 100 sites across more than 20 states by 2020	Achieved 1,034 spaces at 117 sites in 19 states
Waste and Circular Economy	Reduce food waste within our own operations by 50% by 2025	In progress
Waste and Circular Economy	Percentage of owned-brand products in Food & Beverage and Essentials & Beauty with the How2Recycle label where space allows	Achieved 96% compliance in Food & Beverage and Essentials & Beauty
Waste and Circular Economy	Support the Recycling Partnership's mission to improve how more than 25% of the U.S. population recycles by 2020	Achieved 37%
Waste and Circular Economy	Invest $1 million in textile-recycling technologies by 2020	Achieved $1,002,810 as of May 2020
Waste and Circular Economy	Create more demand for recycled packaging by creating three new end markets for recycled materials by 2020	Achieved 3 new end markets created
Chemicals	Improve textile products by removing added flame retardants that are potential carcinogens or pose harm to guests, workers or communities by 2022	In progress
Chemicals	Improve textile products by removing added perfluorinated compounds (PFCs) from products by 2022	In progress

*   All quantitative company data, unless otherwise stated, reflect fiscal year 2020.
19   Changes in sales from 2017 to 2020 drove a 9.0% increase in emissions. Supplier-reported emissions, which are part of our net emissions calculations, were not yet reported for 2020 at the time of publication and are not reflected in this figure.
20   Find out more about GHG emissions Scopes here.
21   Renewable electricity includes renewable energy credits (RECs) 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 factories are located. Data sources include: Target's 2020 fiscal year electricity consumption data, Target's 2020 RECs and the CRS Utility Grid Accounting methodology for renewable mix, published in the latest EEI Utility Electricity Mix Database.
22   Target is now 38% powered by renewable electricity with:
   • 21% coming from Target Projects
   • 17% coming from the utility grid
   We've reduced GHG emissions from our own operations (Scope 1 and 2) by 26.7% from 2017.

What We Achieved

Planet (Environment)

Section	Goal	Goal Update*
Chemicals	By the end of 2020, implement a Restricted Substances List (RSL) for textiles used in all owned-brand products	Achieved
Chemicals	By the end of 2020, implement a Manufacturing Restricted Substances List (MRSL) for textiles used in all owned-brand products	We have implemented our MRSL with all our apparel wet-processing suppliers, all of which meet or have a plan to meet our MRSL requirements
Chemicals	Achieve transparency for all ingredients, including generics such as fragrance, in beauty, baby care, personal care and household cleaning formulated products by 2020	43% of SKUs
Chemicals	Improve beauty, baby care, personal care and household cleaning product categories by formulating without phthalates, propylparaben, butylparaben, formaldehyde, formaldehyde donors or nonylphenol ethoxylates (NPEs) by 2020	54% of SKUs improved
Chemicals	Invest up to $5 million in green chemistry innovation by 2022	Achieved $5,499,159
Water	Improve water efficiency in textile dyeing and finishing factories located in priority watersheds by 15% by 2022	Achieved 17%
Water	By 2025, all owned-brand apparel textile factories will comply with the Zero Discharge of Hazardous Chemicals (ZDHC) progressive-level wastewater standards	In progress
Water	Reduce absolute water withdrawal in stores, distribution centers and headquarter locations by 15% below 2010 baseline by 2025	Achieved 17.7% reduction
Water	Design 100% of garment-washed owned-brand apparel utilizing water-saving design principles by 2025	In progress 95% of denim SKUs 53% of non-denim SKUs
Materials: Coffee	By 2022, 100% of Target's Good & Gather coffee in both bags and pods will be certified sustainable according to the Fair Trade USA standard or an equivalent	Achieved 100% certified
Materials: Cotton	Source 100% sustainable cotton for our owned and exclusive-brand products by 2022	In progress Over 83,000 metric tonnes of Better Cotton Initiative (BCI) and U.S. LEADS cotton used
Materials: Forest Products	Source all owned-brand paper-based retail packaging from sustainably managed forests by 2022	63% by weight
Materials: Forest Products	Roll out implementation of our forest products policy among our relevant owned brands: Up&Up, Pillowfort and Cat & Jack by 2020; Threshold and Smith & Hawken by 2022	Percentage of SKUs that conform to Target's forest products policy: 99%—Spritz 64%—Up&Up, Pillowfort, Cat & Jack 24%—Threshold and Smith & Hawken

*   All quantitative company data, unless otherwise stated, reflect fiscal year 2020.

What We Achieved

Planet (Environment)

Section	Goal	Goal Update*
Materials: Forest Products	Pursue viscose-apparel garment supply chains that are free of ancient and endangered forests, endangered species and controversial sources by 2020	Achieved 100%
Materials: Animal Welfare	Transition to only cage-free shell eggs, pending available supply, by 2025	In progress 50% of sales
Materials: Animal Welfare	Eliminate the use of sow gestation crates by 2022	In progress
Materials: Palm Oil	All palm oil, palm kernel oil and their derivatives in Target's owned-brand food, household cleaning, personal care, baby care, beauty, cosmetics and candle products will be certified by Roundtable on Sustainable Palm Oil (RSPO) or an equivalent standard with a Mass Balance, Segregated or Identity Preserved supply chain certification by the end of 2022. Target also aims to increase the portion of Segregated and Identity Preserved palm oil used in its products over time.	In progress 7% of volume certified Segregated 82% of volume certified Mass Balance 11% covered by credits
Materials: Palm Oil	Target aims to trace its palm oil supply chain to the mill level by the end of 2022	In progress

*   All quantitative company data, unless otherwise stated, reflect fiscal year 2020.

GRI Standards Content Index

We continue to report against the Global Reporting Initiative (GRI) Standards, the most widely used framework for reporting on environmental, social and governance (ESG) issues. The report has been prepared with references to 2016 and 2018 GRI Standards.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
General Disclosures			
Organizational Profile			
GRI 102: General Disclosures 2016	Name of the organization	102-1	Target Corporation 2020 10-K: Cover page
	Activities, brands, products and services	102-2	2020 10-K: Business Target does not intentionally sell items that are banned in certain markets.
	Location of headquarters	102-3	2020 10-K: Properties
	Location of operations	102-4	2020 10-K: Properties Responsible Sourcing: See Global Factory List
	Ownership and legal form	102-5	2020 10-K: Business, Item 5
	Markets served	102-6	2020 10-K: Business, Properties
	Scale of the organization	102-7	2020 10-K: Business 2020 10-K: Properties 2020 10-K: Organization 2020 10-K: Selected Financial Data
	Information on employees and other workers	102-8	Team Members pp. 20–28 2020 10-K: Business
	Supply chain	102-9	Social Responsibility in the Supply Chain pp. 29–31 Environmental Responsibility in the Supply Chain pp. 46–47 2020 10-K: Business Standards of Vendor Engagement
	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.
	External initiatives	102-12	Target incorporates a number of external standards into our work. These may be found referenced throughout the ESG report and on our website, including in our goals and within our policies. Meet some of Target's partners.
	Membership of associations	102-13	Target partners with numerous organizations to bring our corporate responsibility vision to life through our business operations, within our industry and across communities. Our trade association and policy-based organization support can be found on our corporate website.
Strategy			
GRI 102: General Disclosures 2016	Statement from senior decision-maker	102-14	A Message From Our Chairman and CEO p. 05
	Key impacts, risks and opportunities	102-15	Materiality and Stakeholder Engagement pp. 15–16 2020 10-K: Item 1A. Risk Factors pp. 5–11

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Ethics and Integrity			
GRI 102: General Disclosures 2016	Values, principles, standards and norms of behavior	102-16	Ethics p. 64
			Our Purpose & History
			Code of Ethics
			Corporate Governance Guidelines (includes Director Code of Ethics) pp. 9–10
			Standards of Vendor Engagement
			Vendor Code of Conduct
	Mechanisms for advice and concerns about ethics	102-17	Ethics p. 64
			Code of Ethics
			Corporate Governance Guidelines (includes Director Code of Ethics) pp. 9–10
			Target Integrity Hotline
Governance			
GRI 102: General Disclosures 2016	Governance structure	102-18	How We Govern Corporate Responsibility and ESG Issues p. 63
			Board of Directors
			Board Committees
			Corporate Governance Guidelines (includes Director Code of Ethics) pp. 9–10
			2021 Proxy Statement: Corporate governance highlights pp.10–11
			2021 Proxy Statement: Our directors p. 11
			2021 Proxy Statement: Board leadership structure p. 12
			2021 Proxy Statement: Committees pp. 13–15
			2021 Proxy Statement: Risk oversight pp. 16–19
			2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
	Delegating authority	102-19	How We Govern Corporate Responsibility and ESG Issues p. 63
			2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
			Governance Committee Charter
	Executive-level responsibility for economic, environmental and social topics	102-20	How We Govern Corporate Responsibility and ESG Issues p. 63
			2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
	Consulting stakeholders on economic, environmental and social topics	102-21	Materiality and Stakeholder Engagement pp. 15–16
			2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
			Materiality & stakeholder engagement webpage
	Composition of the highest governance body and its committees	102-22	2021 Proxy Statement: Our directors p. 11
			2021 Proxy Statement: Board leadership structure p. 12
			2021 Proxy Statement: Committees pp. 13–15
			2021 Proxy Statement: Item one Election of directors pp. 21-29
			Board of Directors
			Board Committees
	Chair of the highest governance body	102-23	2021 Proxy Statement: Board leadership structure p.12
			2020 10-K: Executive Officers
	Nominating and selecting the highest governance body	102-24	2021 Proxy Statement: Election of directors pp. 21–29
	Conflicts of interest	102-25	2021 Proxy Statement: Director independence p.19
			2021 Proxy Statement: Policy on transactions with related persons pp. 19–20
			2021 Proxy Statement: Business ethics and conduct p. 20
			Code of Ethics
			Corporate Governance Guidelines (includes Director Code of Ethics) pp. 9–10

GRI Standard	Disclosure Title	Disclosure Number	Target Response
GRI 102: General Disclosures 2016	Role of highest governance body in setting purpose, values and strategy	102-26	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Governance Committee Charter
	Collective knowledge of highest governance body	102-27	2021 Proxy Statement: Item one Election of Directors: 2021 nominees for director pp. 23–29 Board of Directors
	Evaluating the highest governance body's performance	102-28	2021 Proxy Statement: Item one Election of directors: Board evaluations and refreshment p. 22 Corporate Governance Guidelines (includes Director Code of Ethics): Board Recruitment, Evaluations and Refreshment pp. 6–8
	Identifying and managing economic, environmental and social impacts	102-29	How We Govern Corporate Responsibility and ESG Issues p. 63 Materiality and Stakeholder Engagement pp. 15–16 Materiality & stakeholder engagement webpage 2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
	Effectiveness of risk management processes	102-30	2021 Proxy Statement: Committees p. 13–15 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
	Review of economic, environmental and social topics	102-31	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Governance Committee Charter
	Highest governance body's role in sustainability reporting	102-32	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Privacy & Cybersecurity p. 38 Human Rights p. 19 Climate and Energy p. 48
	Communicating critical concerns	102-33	2021 Proxy Statement: Our directors p. 11 2021 Proxy Statement: Board leadership structure p. 12 2021 Proxy Statement: Committees pp. 13–15 Corporate Governance Guidelines (includes Director Code of Ethics) Code of Ethics
	Remuneration policies	102-35	2021 Proxy Statement: Compensation Discussion and Analysis, pp. 34–49
	Process for determining remuneration	102-36	2021 Proxy Statement: Compensation Discussion and Analysis, pp. 34–49
	Stakeholders' involvement in remuneration	102-37	2021 Proxy Statement: Compensation Discussion and Analysis: Shareholder support for our 2020 advisory vote on executive compensation and shareholder outreach program p. 37 2021 Proxy Statement: Communications with directors and shareholder outreach p. 20 2021 Proxy Statement: Item three Advisory approval of executive compensation (Say on Pay) p. 64
	Annual total compensation ratio	102-38	2021 Proxy Statement: Compensation tables: Pay ratio disclosure p.59

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Stakeholder Engagement			
GRI 102: General Disclosures 2016	List of stakeholder groups	102-40	Materiality and Stakeholder Engagement pp. 15–16
			Materiality & stakeholder engagement webpage
	Collective bargaining agreements	102-41	None of our active workforce is covered under collective bargaining agreements.
	Identifying and selecting stakeholders	102-42	Materiality and Stakeholder Engagement pp. 15–16
			Materiality & stakeholder engagement webpage
			2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
	Approach to stakeholder engagement	102-43	Materiality and Stakeholder Engagement pp. 15–16
			Materiality & stakeholder engagement webpage
			2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
	Key topics and concerns raised	102-44	Materiality and Stakeholder Engagement pp. 15–16
			Materiality & stakeholder engagement webpage
			2021 Proxy Statement: Communications with directors and shareholder outreach p. 20
Reporting Practice			
GRI 102: General Disclosures 2016	Entities included in the consolidated financial statements	102-45	2020 10-K: Exhibit (21) List of Significant Subsidiaries
			Unless specifically noted, the scope of this report does not include subsidiary, Shipt, or former subsidiary, Dermstore.
	Defining report content and topic Boundaries	102-46	About This Report p. 04
			Materiality and Stakeholder Engagement pp. 15–16
	List of material topics	102-47	Materiality and Stakeholder Engagement pp. 15–16
			Materiality & stakeholder engagement webpage
	Restatements of information	102-48	Target has no restatements of information to report for 2020.
	Changes of reporting	102-49	There have been no changes to our material topics since our previous report.
	Reporting period	102-50	About This Report p. 04
	Date of most recent report	102-51	About This Report p. 04
	Reporting cycle	102-52	About This Report p. 04
	Contact point for questions regarding the report	102-53	CorporateResponsibility@Target.com
	Claims of reporting in accordance with the GRI Standards	102-54	The report is in reference to the GRI Standards.
	GRI Content Index	102-55	GRI Standards Content Index pp. 72–86
	External assurance	102-56	Some of our climate and energy data is independently verified to a limited level of assurance. We did not seek external assurance for the remainder of this report.
Economic Performance			
GRI 201 Economic Performance 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63
			2021 Proxy Statement: Risk oversight pp. 16–19
			2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
			2020 10-K: Management's Discussion and Analysis of Financial Condition and Results of Operations pp. 17–29; Risk Factors pp. 5–11
	Direct economic value generated and distributed	201-1	2020 10-K: Selected Financial Data; Consolidated Statements of Operations
	Financial implications and other risks and opportunities due to climate change	201-2	Climate webpage
			CDP Climate Response
	Defined benefit plan obligations and other retirement plans	201-3	2020 10-K: Defined Contribution Plans and Pension Plans pp. 56–57
	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.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Indirect Economic Impacts			
GRI 203: Indirect Economic Impacts 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Serving and Strengthening Communities pp. 40–43 Supply Chain—Supplier Diversity pp. 33–34
	Infrastructure investments and services supported	203-1	Serving and Strengthening Communities pp. 40–43
	Significant indirect economic impacts	203-2	Serving and Strengthening Communities pp. 40–43 Supply Chain—Supplier Diversity pp. 33–34
Procurement Practices			
GRI 204: Procurement Practices 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Social Responsibility in the Supply Chain pp. 29–31 Environmental Responsibility in the Supply Chain pp. 46–47
	Proportion of spending on local suppliers	204-1	5.0% of our procurement came from Minnesota and three counties in Western Wisconsin (Polk, St. Croix and Pierce counties). Supply Chain—Supplier Diversity pp. 33–34
Anti-Corruption			
GRI 205: Anti-Corruption 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Ethics p. 64
	Operations assessed for risks related to corruption	205-1	Code of Ethics p. 23 and throughout
	Communication and training about anti-corruption policies and procedures	205-2	Ethics p. 64
Materials			
GRI 301: Materials 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Materials pp. 57–59 Waste and Circular Economy pp. 52–54
	Recycled input materials used	301-2	Waste and Circular Economy pp. 52–54
	Reclaimed products and their packaging materials	301-3	Waste and Circular Economy pp. 52–54

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Energy			
GRI 302: Energy 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63
			2021 Proxy Statement: Risk oversight pp. 16–19
			2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
			Climate and Energy pp. 48–49
	Energy consumption within the organization	302-1	Domestic Energy Consumption (GJ)*:

Domestic Energy Consumption (GJ)*:

	2020	2019
Total Energy Consumption*	19,454,429	20,040,246

Energy data reported in different units was converted into gigajoules (GJ) using http://www.onlineconversion.com/energy.htm. Percentage of renewable on electricity grid is 18.6% and sourced from the U.S Energy Information Administration (EIA) Annual Energy Outlook (published January 2020).

2020 Direct Energy Use

Nonrenewable	Activity Data	Units	Conversion Factor	GJ
Natural Gas*	47,317,336	Therms	0.1055	4,991,979
Propane*	309,240	Gallons	0.1056	32,652
Stationary Diesel*	124,998	Gallons	0.1458	18,225
Mobile Diesel*	2,215,170	Gallons	0.1454	322,156
Direct Energy Use Total*				5,365,011

2019 Direct Energy Use

Nonrenewable	Activity Data	Units	Conversion Factor	GJ
Natural Gas*	44,977,905	Therms	0.1055	4,745,169
Propane*	305,370	Gallons	0.0963	29,407
Stationary Diesel*	190,370	Gallons	0.138	26,271
Mobile Diesel*	4,063,907	Gallons	0.138	560,819
Direct Energy Use Total*				5,361,666

*   Data have been independently verified, or calculated using independently verified data.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
GRI 302: Energy 2016	Energy consumption within the organization (continued)		(see tables below)

2020 Indirect Energy Use

Nonrenewable	Activity Data	Units	Conversion Factor	GJ
Grid Electricity*	2,556,860	MWh	3.600	9,204,695
Cooling (Chilled Water)*	14,586	MWh	3.600	52,509
Steam*	39,226	MMBtu	1.055	41,383
Nonrenewable Total*				9,298,588

Renewable	Activity Data	Units	Conversion Factor	GJ
On-site Solar (RECs)*	124,349	MWh	3.600	447,658
Off-site Renewable (RECs)*	686,449	MWh	3.600	2,471,218
Grid Electricity*	519,987	MWh	3.600	1,871,954
Renewable Total*				4,790,830
Indirect Energy Use Total*				14,089,417

Solar is for total 2020 production where RECs have been held or retained.

Off-site Renewable is for Wind & Green Tariff(s) 2020 production where RECs have been retained.

2019 Indirect Energy Use

Nonrenewable	Activity Data	Units	Conversion Factor	GJ
Grid Electricity*	2,957,128	MWh	3.600	10,645,662
Cooling (Chilled Water)*	15,496	MWh	3.600	55,784
Steam*	53,700	MMBtu	1.055	56,654
Nonrenewable Total*				10,758,099

Renewable	Activity Data	Units	Conversion Factor	GJ
On-site Solar (RECs)*	114,514	MWh	3.600	412,250
Off-site Renewable (RECs)*	298,801	MWh	3.600	1,075,684
Grid Electricity*	675,707	MWh	3.600	2,432,547
Renewable Total*				3,920,481
Indirect Energy Use Total*				14,678,580

On-site Solar and Off-site Renewable is for where RECs have been retained.

Our international electricity consumption is not included in the tables above, but accounts for less than 1% of total electricity consumption annually.

Renewable grid electricity calculated based on the CRS Utility Grid Accounting methodology for renewable mix (adopted by CDP, the Climate Registry and RE100), which provides a more granular method, applying a regional and utility-specific method as published in the latest EEI Utility Electricity Mix Database. Data for FY2019 was calculated based on the U.S. Energy Information Administration's Annual Energy Outlook data on renewable energy generation in the U.S.

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*   Data have been independently verified, or calculated using independently verified data.

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What We Achieved **GRI** SASB SDG TCFD UNGPRF Glossary

GRI Standard	Disclosure Title	Disclosure Number	Target Response		
GRI 302: Energy 2016	Energy intensity	302-3		**2020**	**2019**
			Energy intensity ratio (kWh/SF)*	12.80	13.42
			The energy intensity ratio above is calculated using electricity consumption in the U.S., divided by the square footage of our U.S. properties. Climate and Energy p. 50		

Reductions in energy consumption — 302-4

2020 Energy Efficiency and Conservation Projects (U.S.)

Improvement	First-Year Energy Savings (MWh)	Conversion Factor	GJ
Parking Lot LED (549 stores)	25,746	3.600	92,686
Backroom/Downlight LED (521 stores)	38,129	3.600	137,265
Eco-Blades (281 stores)	1,802	3.600	6,486
Total Energy Consumption Reduction	65,677		236,436

Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives: 236,436 GJ.
Types of energy included in the reductions: electric, heating, cooling.
Basis for calculating reductions in energy consumption such as baseline year or baseline: Annual Value (2020 Fiscal Year).
Engineering calculations based on MWh reductions converted into GJ.

2019 Energy Efficiency and Conservation Projects (U.S.)

Improvement	First-Year Energy Savings (MWh)	Conversion Factor	GJ
Sales Floor LED (54 stores)	12,148	3.600	43,733
Parking Lot LED (333 stores)	20,849	3.600	75,056
Backroom LED (208 stores)	13,810	3.600	49,716
Downlight LED (286 stores)	3,027	3.600	10,897
Total Energy Consumption Reduction	49,834		179,402

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Water & Effluents

GRI Standard	Disclosure Title	Disclosure Number	Target Response
GRI 303: Water & Effluents 2018	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Water pp. 60–61 Environmental Responsibility in the Supply Chain p. 46 Water webpage
	Interactions with water as a shared resource	303-1	Water pp. 60–61
	Management of water discharge-related impacts	303-2	Water pp. 60–61
	Water withdrawal	303-3	Water pp. 60–61
	Water discharge	303-4	Our withdrawn water is discharged to municipal systems for treatment. At this time, Target does not track the amount of water discharged.
	Water consumption	303-5	At this time, Target does not track the amount of water discharged, and thus cannot quantify the water consumed in our direct operations. However, most of our water withdrawn from municipal systems is discharged back to the system with the exception of some water used for food/beverage production in our café, bakeries, and Starbucks and irrigation.

* Data have been independently verified, or calculated using independently verified data.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Biodiversity			
GRI 304:	Management approach	103-1, 103-2, 103-3	Climate and Energy pp. 48, 50
Biodiversity 2016	Significant impacts of activities, products, and services on biodiversity	304-2	Climate and Energy pp. 48, 50 Deforestation webpage
Emissions			
GRI 305:	Management approach	103-1, 103-2, 103-3	Climate and Energy pp. 48, 50
Emissions 2016	Direct (Scope 1) GHG emissions	305-1	(see table below)

Domestic GHG Emissions: Scope 1—Direct Emissions (mtCO$_2$e)

	2020	2019
Natural Gas*	251,325	238,899
Propane*	1,776	1,758
Stationary Diesel*	1,664	1,955
Mobile Diesel*	22,554	41,470
Refrigerants*	422,558	468,470
Total Emissions (Scope 1)*	699,877	752,552

Gases included in the calculation: CO$_2$, CH$_4$,N$_2$O and HFCs.

Biogenic CO$_2$ emissions: 0 mtCO$_2$e.

Source of the emission factors and the global warming potential (GWP) rate used: AR4 Emission Factors; 2020-TCR-Default-EF-March-2020; 2021-EPA-CCL Emissions-Factors-GHG-Inventories-April-2021.

Chosen consolidation approach for emissions: Operational Control Standards, methodologies and assumptions used: AR4 Emission Factors; 2020-TCR-Default-EF-March-2020; 2021-EPA-CCL Emissions-Factors-GHG-Inventories-April-2021.

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| | | Indirect (Scope 2) GHG emissions | 305-2 | (see table below) |

Domestic GHG Emissions: Scope 2—Indirect Emissions (mtCO$_2$e)

	2020	2019
Electric (Market)*	1,179,557	1,541,283
Electric (Location)*	1,488,213	1,676,067
Steam*	2,605	2,852
Chilled Water*	1,390	1,762
Total (Market—Scope 2)*	1,183,552	1,545,898
Total (Location—Scope 2)*	1,492,208	1,680,682
Total Emissions (Market—Scope 1 and 2)*	1,883,429	2,298,450
Total Emissions (Location—Scope 1 and 2)*	2,192,085	2,433,234

Gases included in the calculation: CO$_2$, CH$_4$,N$_2$O and HFCs.

Source of the emission factors and the global warming potential (GWP) rate used: AR4 Emission Factors; 2020-TCR-Default-EF-March-2020; 2021-EPA-CCL Emissions-Factors-GHG-Inventories-April-2021.

Chosen consolidation approach for emissions: Operational Control.

Our international electricity consumption is not included in the tables above, but accounts for less than 1% of total electricity consumption annually.

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*   Data have been independently verified, or calculated using independently verified data.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
GRI 305: Emissions 2016	Other indirect (Scope 3) GHG emissions	305-3	**GHG Emissions: Scope 3—Indirect Emissions by GHG Protocol Category (mtCO$_2$e)**

GHG Emissions: Scope 3—Indirect Emissions by GHG Protocol Category (mtCO$_2$e)

	2020	2019
1 – Purchased goods and services	29,177,000	25,721,000
2 – Capital goods	708,000	789,000
3 – Fuel- and energy-related emissions	397,000	453,000
4 – Upstream transportation and distribution	2,080,000	1,701,000
5 – Waste generated in operations	269,000	271,000
6 – Business travel	4,000	22,000
7 – Employee commuting	430,000	401,000
8 – Upstream leased assets	Not relevant	Not relevant
9 – Downstream transportation and distribution	5,284,000	5,671,000
10 – Processing of sold products	Not relevant	Not relevant
11 – Use of sold products	23,140,000	17,990,000
12 – End-of-life treatment of sold products	3,300,000	2,768,000
13 – Downstream leased assets	Not relevant	Not relevant
14 – Franchises	Not relevant	Not relevant
15 – Investments	Not relevant	Not relevant
Total	64,789,000	55,787,000

Our business travel emissions estimate includes passenger miles on commercial airlines. We used emissions factors from the U.S. EPA Climate Leaders Business Module Updated April-2021. GWPs are from the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4). We did not apply a radiative forcing adjustment to the airline travel emissions.

Data only include corporate employee air travel. Gases included in the calculation: CO$_2$, CH$_4$ and N$_2$O.

Category 6 above includes travel by both commercial airlines and cars. Of that figure, commercial air travel has been calculated based on independently assured data:

Independently Verified Components of Scope 3 Indirect Emissions (mtCO$_2$e)

	2020	2019
Commercial air travel*	1,623	17,511

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Our business travel emissions estimate includes passenger miles on commercial airlines. We used emissions factors from the U.S. EPA Climate Leaders Business Module Updated April-2021. GWPs are from the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4). We did not apply a radiative forcing adjustment to the airline travel emissions.

*   Data have been independently verified, or calculated using independently verified data.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
GRI 305: Emissions 2016	GHG emissions intensity	305-4	

	2020	2019
GHG Emissions Intensity Ratio (mtCO$_2$e/SF)*	0.00620	0.00763

Type of GHG emissions included in the intensity ratio: direct (Scope 1) and market-based indirect (Scope 2) divided by the square footage of our U.S. properties.

Gases included in the calculation: CO$_2$, CH$_4$, N$_2$O and HFCs.

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Reduction of GHG emissions — 305-5

2020 GHG Emissions Reduction Projects (U.S.)

Improvement	First-Year Energy Savings (MWh)	Conversion Factor	mtCO$_2$e
Parking Lot LED (549 stores)	25,746	0.3834	9,870
Backroom/Downlight (521 stores)	38,129	0.3834	14,617
Eco-Blades (281 stores)	1,802	0.3834	691
Total Reduction	65,677		25,178

Gases included in the calculation: CO$_2$, CH$_4$, N$_2$O and HFCs.

Chosen base year or baseline: Annual Value (2020 Fiscal Year).

Engineering calculations based on MWh reductions converted into mtCO$_2$e. The reductions in GHG emissions occurred in direct (Scope 1) and indirect (Scope 2) emissions.

2019 GHG Emissions Reduction Projects (U.S.)

Improvement	First-Year Energy Savings (MWh)	Conversion Factor	mtCO$_2$e
Sales Floor LED (54 stores)	12,148	0.4243	5,154
Parking Lot LED (333 stores)	20,849	0.4243	8,846
Backroom LED (208 stores)	13,810	0.4243	5,859
Downlight LED (286 stores)	3,027	0.4243	1,284
Total Reduction	49,834		21,143

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Effluents & Waste

GRI Standard	Disclosure Title	Disclosure Number	Target Response
GRI 306: Effluents & Waste 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Waste and Circular Economy pp. 52–54
	Waste by type and disposal method	306-2	Waste and Circular Economy pp. 52–54
	Significant spills	306-3	Waste and Circular Economy pp. 52–54

*   Data have been independently verified, or calculated using independently verified data.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Supplier Environmental Assessment			
GRI 308: Supplier Environmental Assessment 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Environmental Responsibility in the Supply Chain pp. 46–47
	New suppliers that were screened using environmental criteria	308-1	Environmental Responsibility in the Supply Chain pp. 46–47
	Negative environmental impacts in the supply chain and actions taken	308-2	Environmental Responsibility in the Supply Chain pp. 46–47 Chemicals pp. 55–56 Materials pp. 57–59
Employment			
GRI 401: Employment 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Team Members—Employment pp. 20–22
	Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	Team Members—Employment pp. 20–22 Benefits
	Parental leave	401-3	Team Members—Employment p. 22
Occupational Health and Safety			
GRI 403 Occupational Health & Safety 2018	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Team Members—Workplace Health & Safety p. 28
	Hazard identification, risk assessment, and incident investigation	403-2	Team Members—Workplace Health & Safety p. 28
	Worker training on occupational health and safety	403-5	Team Members—Workplace Health & Safety p. 28 Ethics p. 64
	Promotion of worker health	403-6	Team Members—Employment p. 21 Team Members—Diversity, Equity & Inclusion p. 24 Team Members—Workplace Health & Safety p. 28 Social Responsibility in the Supply Chain pp. 29–31
	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	403-7	Social Responsibility in the Supply Chain pp. 29–31
Training & Education			
GRI 404: Training and Education 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Team Members—Learning & Development pp. 26–27
	Average hours of training per year per employee	404-1	Team Members—Learning & Development p. 22
	Programs for upgrading employee skills and transition- assistance programs	404-2	Team Members—Employment p. 20 Team Members—Learning & Development pp. 26–27
	Percentage of employees receiving regular performance and career development reviews	404-3	Team Members—Learning & Development p. 27

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Diversity & Equal Opportunity			
GRI 405: Diversity & Equal Opportunity 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Team Members—Diversity, Equity & Inclusion pp. 23–25
	Diversity of governance bodies and employees	405-1	Team Members—Diversity, Equity & Inclusion p. 25
Non-discrimination			
GRI 406: Non-discrimination 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights p. 19 Team Members—Diversity, Equity & Inclusion pp. 23–25
Child Labor			
GRI 408: Child Labor 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31
	Operations and suppliers at significant risk for incidents of child labor	408-1	Human Rights p. 19 Social Responsibility in the Supply Chain p. 31
Forced or Compulsory Labor			
GRI 409: Forced or Compulsory Labor 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights p. 19 Social Responsibility in the Supply Chain pp. 30–31
	Operations and suppliers at significant risk for incidents of forced or compulsory labor	409-1	Human Rights p. 19 Social Responsibility in the Supply Chain p. 30
Human Rights Assessment			
GRI 412: Human Rights Assessment 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights p. 19
	Operations that have been subject to human rights reviews or impact assessments	412-1	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–30
	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. Ethics p. 64 Human Rights Statement
	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	412-3	Our merchandise vendors are contractually required to comply with our standards of vendor engagement. Standards of Vendor Engagement Social Responsibility in the Supply Chain pp. 29–30

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Local Communities			
GRI 413: Local communities 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Social Responsibility in the Supply Chain pp. 29–31 Serving and Strengthening Communities pp. 40–43
	Operations with local community engagement, impact assessments and development programs	413-1	Materiality and Stakeholder Engagement pp. 15–16 Serving and Strengthening Communities pp. 40–43
	Operations with significant actual and potential negative impacts on local communities	413-2	Social Responsibility in the Supply Chain pp. 29–31 Serving and Strengthening Communities pp. 40–43 Chemicals p. 56
Supplier Social Assessment			
GRI 414: Supplier Social Assessment 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Social Responsibility in the Supply Chain pp. 29–31
	New suppliers that were screened using social criteria	414-1	Social Responsibility in the Supply Chain p. 31
	Negative social impacts in the supply chain and actions taken	414-2	Social Responsibility in the Supply Chain pp. 29–31 Responsible Sourcing Social Compliance Audit Process
Public Policy			
GRI 415: Public Policy 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Public Policy & Civic Engagement pp. 65–66
	Political contributions	415-1	Public Policy & Civic Engagement pp. 65–66 Civic Activity
Customer Health & Safety			
GRI 416: Customer Health & Safety 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Product Quality & Safety p. 37
	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 laws.

GRI Standard	Disclosure Title	Disclosure Number	Target Response
Marketing & Labeling			
GRI 417: Marketing & Labeling 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63
			2021 Proxy Statement: Risk oversight pp. 16–19
			2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
			Inclusive Products, Experiences and Marketing p. 35
Customer Privacy			
GRI 418: Customer Privacy 2016	Management approach	103-1, 103-2, 103-3	How We Govern Corporate Responsibility and ESG Issues p. 63
			2021 Proxy Statement: Risk oversight pp. 16–19
			2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
			Privacy & Cybersecurity pp. 38–39
			Privacy Policy
			2021 Proxy Statement: Information security, cybersecurity, and data privacy p. 17
	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 laws.
			Privacy & Cybersecurity pp. 38–39
			2020 10-K: Risk Factors

SASB Index

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization that promotes disclosure of material sustainability information to meet investor needs. The table below references select indicators from the SASB standards for the Multiline and Specialty Retailers & Distributors; Food Retailers & Distributors; Apparel, Accessories & Footwear; Household & Personal Products; and E-commerce industries. Given our unique business model—and in line with our ongoing commitment to transparency—we have chosen to go beyond the Multiline Retail SASB Standards.

Topic	SASB Accounting Metric	Category	Code	Target 2020 Data	Reference
SASB Multiline and Specialty Retailers & Distributors Standard					
Energy Management in Retail & Distribution	(1) Total energy consumed, (2) Percentage grid electricity, (3) Percentage renewable	Quantitative	CG-MR-130a.1	(1) 19,454,429 GJ* (2) 57%* (3) 38%*	Climate and Energy p. 50
Data Security	Description of approach to identifying and addressing data security risks	Discussion & Analysis	CG-MR-230a.1		Privacy & Cybersecurity pp. 38–39 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Information security, cybersecurity, and data privacy p. 17 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Labor Practices	(1) Average hourly wage of store & DC employees (excluding overtime), (2) Percentage of in-store & DC employees earning minimum wage by region	Quantitative	CG-MR-310a.1	(1) $15 per hour (average wage of all hourly team members as of FY20 year end; excludes overtime and benefits; includes full- and part-time team members) (2) 5.6%	Team Members—Employment pp. 20–22
Workforce Diversity, Equity, & Inclusion	(1) Percentage of gender and racial/ethnic group representation for management, (2) Percentage of gender and racial/ethnic group representation for all other employees	Quantitative	CG-MR-330a.1	(1) Management: 56% female in global workforce. 40% racially diverse in U.S. workforce (21% Hispanic/Latino, 12% Black/African American, 4% Asian, 2% Multiracial, <1% Native Hawaiian/Pacific Islander, <1% American Indian/Alaska Native) (2) Non-management: 58% female in global workforce. 51% racially diverse in U.S. workforce (26% Hispanic/Latino, 15% Black/African American, 5% Asian, 3% Multiracial, <1% Native Hawaiian/Pacific Islander, <1% American Indian/Alaska Native)	Team Members—Diversity, Equity & Inclusion pp. 23–25 Workforce Diversity Report
Product Sourcing, Packaging & Marketing	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion & Analysis	CG-MR-410a.2		Chemicals p. 56 Chemicals webpage How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
	Discussion of strategies to reduce the environmental impact of packaging	Discussion & Analysis	CG-MR-410a.3		Waste and Circular Economy pp. 52–54 Materials pp. 57–59
Activity Metrics	Number of (1) retail locations and (2) distribution centers	Quantitative	CG-MR-000.A	(1) 1,897 stores (2) 44 distribution centers	2020 10-K: Item 2. Properties
	Total area of (1) retail space and (2) distribution centers	Quantitative	CG-MR-000.B	(1) 241,648 million sq. ft. (22,450 million m²) of retail space (2) 54.3 million sq. ft. (5.1 million m²)	2020 10-K: Item 2. Properties

*   Data have been independently verified, or calculated using independently verified data.

Topic	SASB Accounting Metric	Category	Code	Target 2020 Data	Reference
SASB Food Retailers & Distributors Standard					
Air Emissions from Refrigeration	Gross global Scope 1 emissions from refrigerants	Quantitative	FB-FR-110b.1	422,558 mtCO$_2$e	GRI 305-1 p. 80
	Average refrigerant emissions rate	Quantitative	FB-FR-110b.3	13.3% corporate emissions rate for EPA-applicable refrigeration systems > 50 lbs	Climate and Energy p. 51
Food Waste Management	Amount of food waste generated, percentage diverted from the waste stream	Quantitative	FB-FR-150a.1	Target donated 94.5 million pounds of food (42,864 metric tonnes), the equivalent of 78.7 million meals. We composted/sent to anaerobic digestion 7,133 tons (6,471 metric tonnes) of food waste.	Waste and Circular Economy p. 53
Product Health & Nutrition	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion & Analysis	FB-FR-260a.2		Product Quality & Safety p. 37 Good & Gather FAQs (brand & ingredient standards) Target wellness icons How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Quantitative	FB-FR-310a.2	None of our active workforce is covered under collective bargaining agreements.	GRI 102-41 p. 74
Management of Environmental & Social Impacts in the Supply Chain	Percentage of revenue from (1) eggs that originated from a cage-free environment and (2) pork produced without the use of gestation crates	Quantitative	FB-FR-430a.2	(1) 50% of revenue from shell eggs came from hens that were cage-free. (2) We continue working to eliminate gestation crates from our pork supply chain.	Materials p. 59
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion & Analysis	FB-FR-430a.3		Materials pp. 57–59 Social Responsibility in the Supply Chain pp. 29–30 Environmental Responsibility in the Supply Chain pp. 46–47 Responsible sourcing webpage How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18

Topic	SASB Accounting Metric	Category	Code	Target 2020 Data	Reference
SASB Apparel, Accessories & Footwear Standard					
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	Discussion & Analysis	CG-AA-250a.1		Chemicals p. 56 Chemicals webpage How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Environmental Impacts in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreement	Quantitative	CG-AA-430a.1	Target's SOVE requires all factories producing Target-brand products to meet local permit requirements. Target is helping owned-brand textile suppliers—typically in Tier 2—to go beyond permit requirements to meet Target's Zero Discharge of Hazardous Chemicals (ZDHC) commitments, particularly regarding wastewater parameters. We have implemented ZDHC WW Guidelines with all our owned-brand apparel wet-processing suppliers in 2020, all of which meet or have a plan to meet these requirements.	Water p. 61 Environmental Responsibility in the Supply Chain p. 47
	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed the Sustainable Apparel Coalition's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Quantitative	CG-AA-430a.2	(1) 85% of Tier 1 apparel factories (2) 56% of Tier 2 fabric mills, packaging factories and trim factories	Environmental Responsibility in the Supply Chain p. 47
Labor Conditions in the Supply Chain	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Quantitative	CG-AA-430b.1	Target conducted 498 unannounced audits.	Social Responsibility in the Supply Chain p. 31
	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	CG-AA-430b.2	Of the <1% of our audits that yielded a noncompliant result, 100% of them were due to severe violations. Target will only allow a vendor to use a previously noncompliant factory once the deactivation period has expired and provided the vendor can then satisfactorily demonstrate compliance with Target's SOVE and applicable laws. The formal reinstatement process involves a review of the corrective actions undertaken and a reaudit to validate the issues have been satisfactorily remediated.	Social Compliance Audit Process Social Responsibility in the Supply Chain p. 31
	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion & Analysis	CG-AA-430b.3		Social Responsibility in the Supply Chain pp. 29–31 Environmental Responsibility in the Supply Chain pp. 46–47 Responsible sourcing webpage How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 2020 10-K: Risk Factors pp. 5–11

Topic	SASB Accounting Metric	Category	Code	Target 2020 Data	Reference
Raw Materials Sourcing	Description of environmental and social risks associated with sourcing priority raw materials	Discussion & Analysis	CG-AA-440a.1		Materials pp. 57–59 Environmental Responsibility in the Supply Chain pp. 46–47 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 2020 10-K: Risk Factors pp. 5–11
	Percentage of raw materials third-party certified to an environmental and/or social sustainability standard, by standard	Quantitative	CG-AA-440a.2	Palm oil: 100% of owned brand, specific categories only, is RSPO certified: 7% Segregated, 82% Mass Balance, 10% Book and Claim Coffee: 100% of Archer Farms and Good & Gather coffee SKUs (bags and pods) certified by Fair Trade USA Cotton: 109,131 metric tonnes BCI and 3,805 metric tonnes U.S. LEADS in owned-brand products Wood & pulp: 63% of owned-brand paper-based packaging (by weight) sourced from mostly FSC-certified—and some PEFC- and SFI-certified—forests	Materials pp. 57–59 Environmental Responsibility in the Supply Chain pp. 46–47 Sustainability certifications
Activity Metric	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	CG-AA-000.A		Global Factory List
SASB E-Commerce Standard					
Data Privacy & Advertising Standards	Description of policies and practices relating to behavioral advertising and user privacy	Discussion & Analysis	CG-EC-220a.2		Privacy Policy Privacy & Cybersecurity pp. 38–39 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Activity Metric	Entity-defined measure of user activity	Quantitative	CG-EC-000.A	17.9% of sales digitally originated.	2020 10-K: Analysis of Results of Operations
Employee Recruitment, Inclusion, and Performance	Employee engagement as a percentage	Quantitative	CG-EC-330a.1	84% of Team Members that say 'Target is a great place to work.'	Team Members—Employment p.22

Topic	SASB Accounting Metric	Category	Code	Target 2020 Data	Reference
SASB Household & Personal Products Standard					
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	CG-HP-140a.1	(1) Withdrew 10,571 ML of water (>99% from municipal water utilities), of which 37.6% (3,979 ML) was from areas with World Resources Institute (WRI) baseline water-stress characterizations of high or extremely high.	Water p. 61
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion & Analysis	CG-HP-140a.2		Water pp. 60–61 Water webpage How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Product Environmental, Health, and Safety Performance	Discussion of process to identify and manage emerging materials and chemicals of concern	Discussion & Analysis	CG-HP-250a.3		Chemicals pp. 55–56 Chemical webpage How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Packaging Lifecycle Management	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Quantitative	CG-HP-410a.1	63% of owned-brand paper-based retail packaging was sourced from sustainably managed forests. Our plastic bags contain a minimum of 40% recycled content.	Materials p. 59 Waste and Circular Economy pp. 52–54
Environmental & Social Impacts of Palm Oil Supply Chain	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim	Quantitative	CG-HP-430a.1	8,497 metric tonnes of palm oil was consumed in Target's owned-brand food, household cleaning, personal care, baby care, beauty, cosmetics and candle products, of which 100% was RSPO certified (1% Identity Preserved, 7% Segregated, 82% Mass Balance, 10% Book and Claim). We are currently able to trace 81% to the importer.	Materials p. 58–59
Activity Metric	Number of manufacturing facilities	Quantitative	CG-HP-000.B	There are 3,965 registered manufacturing facilities in 49 countries across all categories of owned brands and where Target is importer of record. There are 925 facilities in 27 countries producing Target-brand foods. There are 1,601 factories in 37 countries producing Target-brand non-food products.	Social Responsibility in the Supply Chain p. 31 Global Factory List

SDG Index

We recognize the importance of the United Nations 2030 Agenda for Sustainable Development. The UN Sustainable Development Goals (SDGs) call on governments, business and civil society organizations to take action to address the urgent problems facing our world today. We value the important role these goals play in equitable, inclusive, sustainable development. We're proud to share how we're contributing to each SDG. We invite our stakeholders and partners to join us in our efforts to contribute toward the implementation of this blueprint for a more sustainable future for all.

Sustainable Development Goals	Information on How We're Contributing
1 No Poverty · End poverty in all its forms everywhere	Serving and Strengthening Communities pp. 41–43
2 Zero Hunger · End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Serving and Strengthening Communities p. 40
3 Good Health and Well-Being · Ensure healthy lives and promote well-being for all at all ages	Year in Review p. 08 Our Continuing Response to COVID-19 p. 09 Human Rights p. 19 Team Members—Employment pp. 20–23 Social Responsibility in the Supply Chain pp. 29–31 Serving and Strengthening Communities p. 40 Materials p. 57
4 Quality Education · Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Team Members—Employment pp. 20–22 Team Members—Diversity, Equity & Inclusion pp. 23–25 Team Members—Learning and Development pp. 26–27 Social Responsibility in the Supply Chain pp. 29–31 Supply Chain—Supplier Diversity pp. 33–34 Inclusive Products, Experiences and Marketing pp. 35–36 Privacy & Cybersecurity pp. 38–39 Serving and Strengthening Communities pp. 40–43 Public Policy & Civic Engagement pp. 65–66
5 Gender Equality · Achieve gender equality and empower all women and girls	Who We Are p. 07 Overview p. 18 Team Members—Employment pp. 20–22 Team Members—Diversity, Equity & Inclusion pp. 23–25 Social Responsibility in the Supply Chain pp. 29–31 Inclusive Products, Experiences and Marketing p. 35
6 Clean Water and Sanitation · Ensure availability and sustainable management of water and sanitation for all	Social Responsibility in the Supply Chain pp. 29–31 Environmental Responsibility in the Supply Chain pp. 46–47 Climate and Energy p. 50 Waste the Circular Economy pp. 52–54 Water pp. 60–61
7 Affordable and Clean Energy · Ensure access to affordable, reliable, sustainable and modern energy for all	Climate and Energy pp. 49–51

Sustainable Development Goals	Information on How We're Contributing
8 Decent Work and Economic Growth · Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Human Rights p. 19 Team Members—Employment pp. 20, 22 Supply Chain—Supplier Diversity p. 33 Serving and Strengthening Communities pp. 40–42 Public Policy & Civic Engagement p. 65
9 Industry, Innovation and Infrastructure · Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Inclusive Products, Experiences and Marketing p. 35 Climate and Energy pp. 49–50 Waste and Circular Economy pp. 52–53 Chemicals pp. 55–56 Materials p. 57 Water p. 60
10 Reduced Inequalities · Reduce inequality within and among countries	Who We Are p. 07 Social Responsibility in the Supply Chain pp. 29–31 Supply Chain—Supplier Diversity p. 33 Inclusive Products, Experiences and Marketing p. 35
11 Sustainable Cities and Communities · Make cities and human settlements inclusive, safe, resilient and sustainable	Social Responsibility in the Supply Chain pp. 30–31 Product Quality & Safety p. 37 Serving and Strengthening Communities pp. 40, 42
12 Responsible Consumption and Production · Ensure sustainable consumption and production patterns	Product Quality & Safety p. 37 Environmental Responsibility in the Supply Chain pp. 46–47 Climate and Energy p. 49 Waste and Circular Economy p. 53 Materials pp. 57–59 Water p. 60
13 Climate Action · Take urgent action to combat climate change and its impacts	Climate and Energy pp. 49–51
14 Life Below Water · Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Water pp. 60–61
15 Life on Land · Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Materials pp. 57–59

Sustainable Development Goals	Information on How We're Contributing
16 Peace, Justice and Strong Institutions · Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Our Diversity, Equity & Inclusion Journey: Going Further p. 10 Our New Sustainability Strategy—Target Forward p. 12 Human Rights p. 19 Team Members—Employment p. 20 Team Members—Diversity, Equity & Inclusion pp. 23–25 Team Members—Learning & Development p. 27 Social Responsibility in the Supply Chain p. 30 Inclusive Products, Experiences and Marketing pp. 35–36 Serving and Strengthening Communities pp. 40, 42 Ethics p. 64 Public Policy & Civic Engagement p. 65
17 Partnerships for the Goals · Strengthen the means of implementation and revitalize the global partnership for sustainable development	Social Responsibility in the Supply Chain pp. 29–30 Supply Chain—Supplier Diversity p. 33 Environmental Responsibility in the Supply Chain pp. 46–47 Climate and Energy p. 48 Materials pp. 57–59 Water p. 60

TCFD Index

The Task Force on Climate-related Financial Disclosures (TCFD) provides a framework of recommended disclosures for corporate reporting on climate-related risks and opportunities, categorized by Governance, Strategy, Risk Management and Metrics and Targets. Based on our TCFD scenario analyses conducted in 2019, this index references Target's reporting against the voluntary guidelines of the TCFD. We plan to update our analysis in late 2021.

Topic	Disclosure Focus Area	Disclosure	Target Response
Governance	Disclose the organization's governance around climate-related risks and opportunities.	a) Describe the board's oversight of climate-related risks and opportunities.	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Target's Board of Directors was also involved in the new Target Forward sustainability strategy, which includes our updated commitment to being a net zero enterprise by 2040.
		b) Describe management's role in assessing and managing climate-related risks and opportunities.	How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Climate and Energy p. 48 The Corporate Responsibility, Properties and Responsible Sourcing and Sustainability teams coordinate Target's climate change strategy, identify key initiative areas, assess risks and opportunities and implement the company's response.
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	CDP Climate Response 2020 Physical Risks (Acute): • Target operates in many communities impacted by extreme weather events. In 2020, Target experienced impact from extreme weather events such as tornadoes, floods, a derecho, hurricanes like Delta, Laura and Sally and wildfires across the West Coast. Outfitting our facilities with shutters and air scrubbers along with repairing damaged stores and other facilities has direct costs to Target. Acute physical risks played a large role in the scenario analysis, as Target is already prone to climate-related acute weather events. As described above, Target has already experienced financial damage from weather-related events. Physical Risks (Chronic): • Rising temperatures require longer run times on heating, ventilation and air conditioning (HVAC) equipment in impacted stores. Longer HVAC run times incur additional energy costs to Target. Chronic physical risks played a large role in the scenario analysis, as it is very likely that chronic risks associated with climate change will impact Target. These physical risks could imply decreased revenue due to disruption in supply chain and operations, increased operating costs and infrastructure damage at Target's facilities, increases in raw material, food and produce costs and delays in distribution. Transition Risks: Market Risk: • We aim to leverage our size, scale and reach to positively impact the communities in which we serve and operate. Going beyond what we can achieve in our own operations and with our suppliers, we collaborate with NGOs, governments, industry organizations and other businesses to innovate solutions to the most pressing issues we face today. Examining market risks was a large part of the scenario analysis. We analyzed how the market would play out in different climate scenarios, e.g., the cost of energy (oil, natural gas, electricity) as well as how the overall economy would react to climate change in the long term. An example is increasing oil prices could lead to increased material costs from suppliers. As the price of oil increases, material costs for products that use petrochemicals as feedstocks, such as plastics, detergents, solvents, nylon and polyester, will also increase as suppliers pass along their increase in costs. Nylon and polyester are prevalent in Target's apparel lines, and textiles accounted for 16% of Target sales in 2020.

Topic	Disclosure Focus Area	Disclosure	Target Response
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. (Continued)	Reputation Risks: Since the company's formation in 1962, Target has invested in the communities we operate in and serve. Target's Corporate Responsibility team evaluates how our climate mitigation goals, policy and resiliency efforts impact our standing with local communities where we operate, with our nongovernmental organization (NGO) stakeholders and partners and with third-party industry analysts. Target's existing climate policy and goals are designed to set a leadership example within the retail industry and are accompanied by internal execution strategies and management plans to hold our team accountable to meeting the goals and maintaining our credible reputation in this space. Target commits to publicly reporting annually on our goal progress. Reputational risks were considered in the scenario analysis from both a consumer standpoint and investor standpoint. Target identified both reputational risks and opportunities associated with climate change, and consumer shifting preference to sustainable brands. As part of the new Target Forward sustainability strategy, Target has committed to being a net zero enterprise by 2040. Policy Risks: • Included in the scenario analysis was an examination of legal-related risks. However, it was found at this time that although Target is subject to regulatory and policy-related risks, Target does not have strictly legal-related climate risks • Use of lower-emission sources of energy • Move to more efficient buildings • Development and/or expansion of low emission goods and services • Employee recruitment and retention • Increased financial backing from investors • Products and services CDP Climate Response 2020 pp. 14–18
		b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	Climate and Energy p. 48 CDP Climate Response 2020 pp. 3–18
		c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Climate and Energy p. 48 CDP Climate Response 2020

Topic	Disclosure Focus Area	Disclosure	Target Response
Risk management	Disclose how the organization identifies, assesses and manages climate-related risks.	a) Describe the organization's processes for identifying and assessing climate-related risks.	Climate and Energy p. 49 CDP Climate Response 2020 In 2020, we developed an Enterprise Sustainability Strategy with an ambition to be an equitable and regenerative company. All of our actions to address climate change support our top-level commitment to be a net zero enterprise by 2040. The scope of this goal includes our Scope 1, 2 and 3 emissions. By 2040, we will achieve net zero greenhouse gas emissions across our enterprise. This strategy will be implemented summer 2021. The science behind climate change necessitates aggressive emissions reductions and removals over the next two decades, and we will do our part. In 2019, we also developed and received approval of our Scope 3 goal that, coupled with our Scope 1 and 2 goal, has fulfilled our commitment to the Science Based Targets initiative (SBTi). This initiative provides guidance for and champions science-based target setting as a powerful way of boosting companies' competitive advantage in the transition to the zero-carbon economy. In December 2019, Supply Chain Dive awarded Target the 2019 Sustainability Plan of the Year, in recognition of our leadership in setting carbon-reduction goals for the entire supply chain.
		b) Describe the organization's processes for managing climate-related risks.	CDP Climate Response 2020 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
		c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Climate and Energy p. 48 CDP Climate Response 2020 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate and Energy pp. 48, 50 CDP Climate Response 2020 pp. 42–43
		b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Climate and Energy p. 51 **Scope 1, 2 and 3 emissions (Unit of measurement: $mtCO_2e$)** (see table below)
		c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	CDP Climate Response 2020 pp. 20–25 Approved by the SBTi.
		Revenues/savings from investments in zero-carbon alternatives (e.g., R&D, equipment, products, or services) local currency.	CDP Climate Response 2020 pp. 26–30

Scope 1, 2 and 3 emissions (Unit of measurement: $mtCO_2e$)

	2020	2019
Scope 1	699,877	752,552
Scope 2 (location)	1,492,208	1,680,682
Scope 2 (market)	1,183,552	1,545,898
Scope 3	64,789,000	55,789,000

Topic	Disclosure Focus Area	Disclosure	Target Response
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	Expenditures (OpEx) for low-carbon/water alternatives (e.g., R&D, equipment, products, or services) local currency.	CDP Climate Response 2020 pp. 26–30
		Total water withdrawn and total water consumed (cubic meters) SASB CN0101-06.	Water p. 61
		Percent of water withdrawn and consumed in regions with high or extremely high baseline water stress (percentage) SASB: CN0101-06.	n/a
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.	Amount of assets committed in regions with high or extremely high baseline water stress Number of assets, value, percentage of total assets (SASB: IF0101-06)	n/a
		Non-mechanical (Scope 1): Emissions from biological processes MT of CO_2e (CDP: FBT 1.3c)	Climate and Energy p. 51
		Land use change (Scope 1): Changes of carbon stocks as a result of land use and land use changes (e.g., from the conversion of native habitats into farmlands) MT of CO_2e (CDP: FBT 1.3c)	Materials pp. 57–59 Funding a project to analyze the costs associated with rubber farming and converting land to more efficient rubber production with WWF.
		Mechanical (Scope 1): Emissions from equipment or machinery operated on farms/plants MT of CO_2e (SASB: CN0101-01, CDP: FBT 1.3b R)	Climate and Energy p. 51
		Purchased energy (Scope 2): Emissions from purchased heat, steam, and electricity consumed on the farm / plant MT of CO_2e (CDP: FBT 1.3b)	CDP Climate Response 2020 pp. 39–40
		Investment (CapEx) in low-carbon/water alternatives (e.g., capital equipment or assets) local currency (GRI: G4-OG2 CDP: EU4.3)	CDP Climate Response 2020 pp. 15, 26–30 Our investments in both energy efficiency and renewable energy have positive paybacks and are a direct financial benefit. Over the last seven years, we have invested over $300 million in energy efficiency projects, many of which have a payback of fewer than three years.

2021 Target Corporate Responsibility Report

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What We Achieved   GRI   SASB   SDG   TCFD   **UNGPRF**   Glossary

UNGPRF

The <u>UN Guiding Principles Reporting Framework</u> is a comprehensive guide for companies to report on human rights issues in line with their responsibility to respect human rights. This responsibility is outlined in the <u>UN Guiding Principles on Business and Human Rights</u>, the global standard in this field.

Policy Commitment		Information on How We're Contributing
Part A: Governance of respect for human rights		
A1	What does the company say publicly about its commitment to respect human rights?	<u>Human Rights Statement Webpage</u> <u>Labor & Human Rights Policies Webpage</u> <u>Code of Ethics</u> <u>Target's Standards of Vendor Engagement</u>
AA1.1	How has the public commitment been developed?	Human Rights p. 19 <u>Human Rights Statement Webpage</u> <u>Labor & Human Rights Policies Webpage</u> <u>Target's Standards of Vendor Engagement</u>
A1.2	Whose human rights does the public commitment address?	Human Rights p. 19 <u>Human Rights Statement Webpage</u> <u>Labor & Human Rights Policies Webpage</u> <u>Code of Ethics</u> <u>Target's Standards of Vendor Engagement</u> We recognize that we can impact the human rights of our team members, guests and workers in the supply chain, as well as people in the communities in which we operate. In line with the Universal Declaration of Human Rights and the International Labour Organization Core Conventions, we are committed to respecting human rights throughout our operations. In alignment with the UN Guiding Principles on Business and Human Rights, we respect human rights and seek to avoid adverse human rights impacts resulting from our business activities. We are continuously working to do better, but if there are adverse impacts, our approach is to provide access to effective remedy. At Target, we help all families discover the joy of everyday life. In adhering to our purpose and as part of our ongoing commitment to human rights, we conducted a mapping exercise to identify salient human rights issues across our business.

Policy Commitment		Information on How We're Contributing
A1.3	How is the public commitment disseminated?	Human Rights p. 19
		Human Rights Statement Webpage
		Labor & Human Rights Policies Webpage
		Code of Ethics
		Target's Standards of Vendor Engagement
		Our team members
		We value the more than 350,000 team members who work together to serve our guests, and we develop practices and policies to help them thrive in the workplace, such as our Code of Ethics. We invest in our team by giving them opportunities to grow professionally, take care of themselves, each other and their families, and to make a difference for our guests and our communities. We embrace diversity and strive to give everyone access to the same opportunities. We do this through inclusive guest experiences, inclusive work environments, workforce diversity and societal impact, in addition to our Equal Employment Opportunity and Harassment-Free Workplace Policy. We're committed to providing a safe environment for both team members and guests, with dedicated safety programs to reduce or eliminate workplace hazards, including our Injury and Illness Protection Program. We believe that engaging directly is the best way to meet our team members' needs, as we respect the rights of workers to make an informed decision as to whether or not to associate with any group, consistent with all applicable laws.
		Our guests
		We are committed to offering guests products, services and experiences that meet their diverse needs—regardless of size, body type, race or abilities. To meet this commitment, we have dedicated inclusivity training for all of our product designers, merchandising teams and marketing teams, in addition to processes for reviewing assortment decisions.
		Our supply chain
		We are committed to respecting the human rights of workers within Target's supply chain, especially at-risk groups, including women, young workers and foreign contract workers. We expect all our suppliers to respect human rights, comply with Target's SOVE and all applicable laws pertaining to human rights. Target's Responsible Sourcing Program monitors worker safety and labor compliance in facilities that produce Target owned-brand or exclusive products, as well as those that produce nationally branded products for which Target is the importer of record. We will do our part to validate that clean, drinkable water and sanitation are accessible for the workers in Target's supply chain. Target is a member of the ZDHC organization, and adopted its wastewater guidelines to help reduce unwanted chemicals in the manufacturing process for Target's products and to help prevent our suppliers from discharging wastewater into surrounding communities. We take a risk-based approach to supply chain management, and we continually assess and address the risks that emerge and evolve over time.
		Our communities
		We believe in being good neighbors wherever we operate, focusing on creating opportunities for our teams, in addition to accelerating economic development and vitality, and helping power the prosperity and well-being of our communities. We are focused on nurturing a diverse workforce in the communities where we do business with equitable access to hiring, development and advancement.
		One of our greatest opportunities to foster communities is through our philanthropic efforts, as we give 5% of our profits back to the communities we call home, as we have since 1946.
Embedding respect		
A2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	Human Rights p. 19
		Human Rights Statement Webpage
		Labor & Human Rights Policies Webpage
		Code of Ethics
		We will conduct ongoing due diligence, as well as engage with our stakeholders to better understand our salient human rights issues. We will develop and implement training on this policy for relevant Target team members and suppliers, and will report on our progress in our annual Corporate Responsibility Report. Additionally, Target's Integrity Hotline is available to team members and suppliers with concerns about potential violations of our Code of Ethics.
A2.1	How is day-to-day responsibility for human rights performance organized within the company, and why?	Human Rights Statement Webpage
		At Target, we believe that all team members have a shared responsibility for respecting human rights. Our Vice President of Corporate Responsibility has executive oversight, but day-to-day implementation of our human rights commitments is led by numerous teams. They are supported by a cross-functional task force that reviews and addresses emerging human rights issues on an as-needed basis.
A2.2	What kinds of human rights issues are discussed by senior management and by the Board, and why?	Human Rights Statement Webpage
		How We Govern Corporate Responsibility and ESG Issues p. 63
		2021 Proxy Statement: Risk oversight pp. 16–19
		2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18

Policy Commitment		Information on How We're Contributing
A2.3	How are employees and contract workers made aware of the ways in which respect for human rights should inform their decisions and actions?	Human Rights p. 19 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Vendor Code of Conduct Target Corporation is committed to complying with laws and conducting business ethically. Each Target team member, regardless of role or entity, has a duty to follow the law, the Code of Ethics and Target's policies. Team members are obligated to report any actual or suspected violations and always make ethical business decisions that align with Target's values and behaviors. The Code of Ethics provides expectations for team member conduct and guides ethical decision-making. While it is not possible to specifically cover all laws and policies, the Code establishes expectations to consistently guide ethical decision-making.
A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	Human Rights p. 19 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Vendor Code of Conduct
A2.5	What lessons has the company learned during the reporting period about achieving respect for human rights, and what has changed as a result?	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31
Part B: Defining the focus of reporting		
Statement of salient issues		
B1	Statement of salient issues: State the salient human rights issues associated with the company's activities and business relationships during the reporting period.	Human Rights p. 19 Human Rights Statement Webpage
Explanation of salient issues		
B2	Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.	Human Rights p. 19 Human Rights Statement Webpage In early 2019, we partnered with Article One, an expert business and human rights consultancy, to complete a human rights impact assessment (HRIA) that helped identify salient human rights issues in our operations and business relationships and guided the specific issues addressed in our Human Rights Statement. The HRIA covered our own operations, as well as our supply chain, and considered human rights risks to our team members, guests, workers in our supply chain and the communities we operate in. As part of this assessment, Article One conducted desk research and interviews with key internal and external stakeholders to identify our most salient human rights risks. Applying the UN Guiding Principles saliency methodology, Article One considered the likelihood and severity of a potential impact. We are continuing to review human rights impacts in key salient risk areas identified in the HRIA as part of our ongoing human rights due diligence efforts. We plan on updating the companywide HRIA in 2022.
Geographical focus (if any)		
B3	Choice of focal geographies: If reporting on the salient human rights issues focuses on particular geographies, explain how that choice was made.	We reported on our enterprise-wide assessment of the salient human rights issues, which is inclusive of all geographies.
Additional severe impacts (if any)		
B4	Additional severe impacts: Identify any severe impacts on human rights that occurred or were still being addressed during the reporting period, but which fall outside of the salient human rights issues, and explain how they have been addressed.	There are no notable severe impacts on human rights that occurred or were still being addressed during the reporting period.

Policy Commitment	Information on How We're Contributing
Part C: Management of salient human rights issues	
Specific policies	
C1 — Does the company have any specific policies that address its salient human rights issues and, if so, what are they?	Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Vendor Code of Conduct
C1.1 — How does the company make clear the relevance and significance of such policies to those who need to implement them?	Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement
Stakeholder engagement	
C2 — What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	Human Rights p. 19 Target's Standards of Vendor Engagement Target's Integrity Hotline Materiality and stakeholder engagement pp. 15–16 Materiality & stakeholder engagement webpage 2021 Proxy Statement: Communications with directors and shareholder outreach p. 20 We maintain oversight by conducting ongoing due diligence, engaging closely with our stakeholder groups and hosting Target's Integrity Hotline, which is available to team members and supply chain workers with concerns about potential violations of our SOVE, policies or laws. We also believe in being good neighbors wherever we operate, accelerating economic development and vitality, and helping power the prosperity and well-being of our communities.
C2.1 — How does the company identify which stakeholders to engage with in relation to each salient issue, and when and how to do so?	Human Rights p. 19 Human Rights Statement Webpage
C2.2 — During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?	Human Rights p. 19 Materiality and stakeholder engagement pp. 15–16 Materiality & stakeholder engagement webpage We recognize that our work directly impacts four key stakeholder groups: our guests, our team members, our supply chain and our communities.
C2.3 — During the reporting period, how have the views of stakeholders influenced the company's understanding of each salient issue and/or its approach to addressing it?	Materiality and Stakeholder Engagement pp. 15–16 Materiality & stakeholder engagement webpage
Assessing impacts	
C3 — How does the company identify any changes in the nature of each salient human rights issue over time?	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics We continue to review human rights impacts in key salient risk areas identified in the HRIA as part of our ongoing human rights due diligence efforts. We plan on updating the companywide HRIA in 2022.

Policy Commitment		**Information on How We're Contributing**
C3.1	During the reporting period, were there any notable trends or patterns in impacts related to a salient issue and, if so, what were they?	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31 Human Rights Statement Webpage Labor & Human Rights Policies Webpage
C3.2	During the reporting period, did any severe impacts occur that were related to a salient issue and, if so, what were they?	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31 Human Rights Statement Webpage Labor & Human Rights Policies Webpage
Integrating finding and taking action		
C4	How does the company integrate its findings about each salient human rights issue into its decision-making processes and actions?	Human Rights p. 19 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement
C4.1	How are those parts of the company whose decisions and actions can affect the management of salient issues, involved in finding and implementing solutions?	Human Rights p. 19 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement
C4.2	When tensions arise between the prevention or mitigation of impacts related to a salient issue and other business objectives, how are these tensions addressed?	Human Rights p. 19 Human Rights Statement Webpage Labor & Human Rights Policies Webpage
C4.3	During the reporting period, what action has the company taken to prevent or mitigate potential impacts related to each salient issue?	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31 Human Rights Statement Webpage Labor & Human Rights Policies Webpage
Tracking performance		
C5	How does the company know if its efforts to address each salient human rights issue are effective in practice?	Human Rights p. 19 Social Responsibility in the Supply Chain pp. 29–31 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Target's Integrity Hotline

Policy Commitment		Information on How We're Contributing
C5.1	What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?	Materiality and Stakeholder Engagement pp. 15–16 Human Rights p. 19 Team Members—Employment pp. 20–22 Supply Chain—Conflict Materials p. 32 Social Responsibility in the Supply Chain pp. 29–31 Water p. 60 Human Rights Statement Webpage Labor & Human Rights Policies Webpage

Remediation

C6	How does the company enable effective remedy if people are harmed by its actions or decisions in relation to a salient human rights issue?	Human Rights p. 19 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Target's Integrity Hotline California Forced Labor Disclosure
C6.1	Through what means can the company receive complaints or concerns related to each salient issue?	Target's Integrity Hotline Target's Integrity Hotline is available to team members and suppliers with concerns about potential violations of our Code of Ethics.
C6.2	How does the company know if people feel able and empowered to raise complaints or concerns?	Human Rights p. 19 Team Members—Employment pp. 20–22 Target's Integrity Hotline
C6.3	How does the company process complaints and assess the effectiveness of outcomes?	Human Rights p. 19 How We Govern Corporate Responsibility and ESG Issues p. 63 2021 Proxy Statement: Risk oversight pp. 16–19 2021 Proxy Statement: Risk oversight: Environmental, social, and governance issues p. 18 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Target's Integrity Hotline
C6.4	During the reporting period, what were the trends and patterns in complaints or concerns and their outcomes regarding each salient issue, and what lessons has the company learned?	Human Rights p. 19 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Target's Integrity Hotline
C6.5	During the reporting period, did the company provide or enable remedy for any actual impacts related to a salient issue and, if so, what are typical or significant examples?	Human Rights p. 19 Human Rights Statement Webpage Labor & Human Rights Policies Webpage Code of Ethics Target's Standards of Vendor Engagement Target's Integrity Hotline

Glossary

Term	Definition		
Team Members	We refer to our full-time, part-time and seasonal employees as "team members." Team members do not include contractors, employees of our subsidiaries or the employees of vendors, suppliers or manufacturers with which we do business.		
Supply Chain	All vendors, suppliers, manufacturers, contractors, subcontractors and their agents involved in the production of Target's owned- and exclusive-brand products or national-brand products for which Target is the importer of record.		
Value Chain	All business activities that create value for Target's products or services. The value chain includes the supply chain, Target activities outside the supply chain (e.g., product development and marketing) and the end consumer and communities for which the company is helping create value.		
Operations	Our operations cover our team members, our stores and other physical locations, and our communities.		
Guests	We refer to our shoppers (customers) as "guests." We want to bring our guests not only what they need but also what they want. Our buyers carefully curate collections and experiences for our guests. Our strategy is rooted in offering the national brands our guests know and love, plus the only-at-Target items they can't get anywhere else.		
Brands at Target	National Brands	Brands we sell, but do not own	
	Owned Brands	Brands we own, source and sell	
	Exclusive Brands	Brands we do not own, but are the only retailer licensed to sell	
	Approximately one-third of 2020 sales were related to our owned and exclusive brands. Find out more here.		
Materiality	We regularly evaluate and align our strategy and reporting against the most material corporate responsibility topics for our business and stakeholders. For the purposes of this report, we use the Global Reporting Initiative (GRI) Standards' definition of materiality, meaning that we cover topics that: • Reflect Target's significant economic, environmental and social impacts • Substantively influence the assessment and decisions of stakeholders This materiality definition is different from the definition used for filings with the Securities and Exchange Commission (SEC). Topics deemed material for purposes of this report may not be considered material for SEC reporting purposes.		
Neonics	Certain neurotoxic insecticides shown by studies to be harmful to bees and other pollinators.		
Noncompliant Due to Repeat or Excessive Issues	A factory fails three consecutive audits, an excessive number of violations are discovered or the auditor is denied access twice.		
Noncompliant Due to Severe Violations	Severe violations include underaged labor, forced labor, corporal punishment, attempted bribery, sandblasting, unauthorized subcontracting, egregious wastewater treatment and/or absence of appropriate licensing/permitting.		
Circular Product Design	Designing products in a way that designs out waste and keeps products and materials in use for as long as possible.		
Sustainable Brands	Brand or manufacturer with industry-leading products or services that have context-specific environmental and/or socially beneficial features, backed by credible standards or impact metrics.		