

# 2023 Sustainability and Governance Report





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# A Message from Our Chair and CEO



With an ever-changing consumer environment, and intense competition for talent and profitable growth, have come investments in creating a corporate culture and developing a team capable of delivering a joyful and welcoming guest experience for all.

Investments like these have helped us grow, differentiate and strengthen our business. They position us for the long term, keeping our company vital and agile so we can keep growing and creating value for our shareholders, and all stakeholders, for decades to come.

## Empowering people and communities

At the heart of this work, and at the heart of everything we do, are Target's hundreds of thousands of team members. They strive to live out our purpose—helping all families discover the joy of everyday life—each and every day.

Outstanding talent is a critical competitive advantage in an industry where people, personal service and a culture of care for our team and guests are key differentiators. In 2022, we set a new starting wage range of \$15 to \$24 an hour nationwide and provided faster and expanded access to health care benefits, marking another milestone in Target's commitment to holistic team support. Our tuition-free education assistance program is helping thousands of team members, most of whom work in frontline roles, achieve their dreams and advance their careers.

These and other meaningful investments in our team have enabled us to attract, retain

Decades ago, our company's founders recognized that "making ourselves useful in the world"—by caring for our team, guests and communities—is essential for sustained growth. Since then, we've been steadfast in principled stewardship of the company, positioning it to best serve our team, guests, shareholders and communities in any environment. Today, in a world and a marketplace that are changing rapidly, we remain unwavering in our view that, in adhering to these foundational principles, Target will create long-term growth and value for our business and our shareholders.

With its focus on people and planet, our Target Forward sustainability strategy paints a picture of how we're adapting. With changes in climate have come increasing needs to build resiliency into our operations, safeguard our supply chain, team and guests, and reduce our carbon footprint.

and develop top talent. And our longstanding commitment to building a team that reflects the communities we serve and the neighborhoods where we operate helps us stay in step with the millions of guests who shop with us daily.

In turn, that team is caring for and playing a central role in strengthening the thousands of communities where our stores and supply chain facilities create jobs, vitalize economies and serve local guests.

## Fortifying for future growth

Sustainable solutions are those that fortify our future. In addition to mitigating risks to our business and long-term performance, climate-related efforts provide near-term value and cost savings, while ensuring we meet our guests' growing calls for sustainable and affordable brands.

Consider the rooftop solar systems we've added at more than 500 stores. These projects generate enough energy to offset up to 40% of a property's energy needs, and incorporating them into already planned remodels is more efficient than costly retrofits down the road. Our net zero store in Vista, California, is designed to generate more renewable energy than needed to power its operations and serves as a testing site, providing insights to inform other store designs.

Work underway in our owned brands, which can only be found at Target, is another clear example of innovation designed to drive growth. We're leveraging decades of design expertise to reduce waste and meet growing guest interest

in more sustainable choices, without sacrificing the value, quality, newness and joyful experience they expect from Target. Meantime, our \$30 billion owned brand portfolio keeps deepening connection with guests and outpacing total enterprise growth.

## Moving forward together

Ethical governance and transparent measurement and reporting are key to accountability and achieving our goals. That's why Target has publicly shared our corporate responsibility efforts since 1969 and why we continue that practice in the following report.

I'm inspired and humbled by our team's progress, agility and commitment to these efforts, which are informed by and support areas we know are important to our business. Combined with Target's culture of care, our focus on inclusivity, our deep commitment to our guests and communities, and our spirit of learning, this team knows how to flex and adapt—serving our guests in any environment.

As we continue navigating forward, I'm confident these same factors—underpinned by our focus on excellent execution and an unrivaled, joyful guest experience—will help us keep growing stronger, together.

**Brian Cornell**  
Chair and CEO



# Q&A With Our Senior Vice President of Corporate Responsibility & President of the Target Foundation



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

Target Forward, our enterprise-wide sustainability strategy, is grounded in a vision to co-create an equitable and regenerative future with our guests, partners and communities. That vision reflects our holistic view of sustainability, leading us to actions that positively impact both people and planet while driving long-term growth for our business. Amanda Nusz, who leads our sustainability commitments through Target Forward, reflects on the programs and partnerships driving critical progress in reaching Target's bold—and interconnected—ambitions.

## What are your reflections on the Target Forward journey to-date?

I'm so grateful for how our team has embraced this opportunity; collaborating—with innovation

and ingenuity—across our business and with our partners to pursue these ambitions. They've found such energy in applying Target's unique capabilities to our efforts. This work is a critical part of our business strategy and reflects our longstanding commitment to corporate responsibility.

Target Forward was designed to drive business results, foster brand love, and help ensure our team and communities continue to thrive. With every step of progress, we advance toward those goals clarifying how innovation and our partnerships will continue to drive progress.

## Where is co-creation through Target Forward showing up strongest in driving impact for Target's business, guests and communities?

We know, given the size and scope of our Target Forward ambitions and the complexity of business today, accomplishing our goals will take collaboration. That's why co-creation is the central principle we've anchored to Target Forward.

One of the most visible ways I've seen the power of co-creation come to life this past year, is in our work to help our business and communities build resilience in the face of climate change. I'm proud to share that after years of collaboration with suppliers and partners, we reduced our greenhouse gas emissions across our entire supply chain by 8% year-over-year. That comes alongside achieving our goal—three years ahead of schedule—of sourcing 60% of our operation's electricity from renewable sources. These milestones are helping realize efficiencies across our business, and building a critical foundation toward our goal to be a net-zero enterprise by 2040.

We also joined with our nonprofit partners to support our communities impacted by climate change—addressing needs immediately following natural disasters and identifying pathways to create greater resiliency in the face of future climate challenges.

Some of our most important partnerships involve the communities surrounding our nearly 2,000 U.S. retail locations. Target team members have embraced these opportunities, donating time, talent and money to local nonprofits. In 2022, team members contributed nearly 900,000 volunteer hours to their neighbors and their communities.

## What is the role of innovation in helping realize the goals set through Target Forward?

Every day we have teams working to bring sustainable brands and experiences to our guests at the intersection of joy, ease and affordability.

For example, we've identified Universal Thread and Everspring as our first two owned brands to be designed for circularity. Already well on the way toward fulfilling that goal, Everspring features more than 70 items that include bio-based or recycled materials or natural fibers.

This work is also evident in the growth of items across our assortment bearing the Target Zero icon. Launched in 2021, Target Zero is indicative of products and packaging designed to reduce waste. We're also partnering with national brands to enhance Target Clean, offering guests product options in several categories formulated without ingredients they may not want.

It's all part of our continued efforts to fuel sustainable innovation across our assortment, to meet the evolving needs of our guests and drive growth and value for our business.

## What more will be needed to advance progress on Target Forward goals?

Although we're still in the early stages of our Target Forward journey, we've made incredible strides. We measure our progress by the milestones we've reached, but also by how our team and partners have co-created, matching words with actions and putting the size, scale and resources of our business to work toward our Target Forward ambitions.

We'll continue to advance progress through the collaboration and innovation that foster mutually beneficial outcomes for Target, the industry and our communities. We know our ambitions cannot be achieved alone. It's why Target Forward is rooted in trusted partnerships, continuous learning and a pledge to keep evaluating and evolving together, in service of growing the business.

And because Target Forward sits at the intersection of our current and future business, we're positioning ourselves to continue creating strength for Target, our partners and our communities.





# Who We Are

## Our purpose

Our purpose is to help all families discover the joy of everyday life.

## Our culture

Our culture is to care, grow and win together.

A culture of caring means showing up — for our guests, one another and our communities. Above all else, we believe our business is built on lifting each other up and valuing all of our relationships.

We invest in our people and value building a team whose voices represent the communities we serve. By encouraging team members to share their unique experiences and perspectives, we build authentic, respectful relationships as we strive to accomplish more and drive the business.

When we show up together, our collective power helps us — and our guests — discover joy, thrive and grow.

## Our values

Our values define who we are and how we conduct our business. They guide the daily behaviors of our team members and bring our vision and purpose to life. Serving as the foundation for our culture, Target's values consist of:

**Inclusivity:** We value diverse voices and approaches. We act with authenticity and respect. We create equitable experiences for all.

**Connection:** We build trusted relationships. We collaborate across business functions. We recognize and celebrate progress.

**Drive:** We do what is right for Target, our team and guests. We deliver results that matter. We continually learn by valuing progress over perfection.

## About us

Minneapolis-based Target Corporation is a general merchandise retailer, serving guests at stores across the United States and at [Target.com](#).

We operate nearly 2,000 stores in all 50 U.S. states and the District of Columbia, and 20 offices around the world.

We are proud to be one of the largest U.S. retailers, with approximately 440,000<sup>1</sup> full-time, part-time and seasonal team members, as of January 28, 2023. 75% of the total U.S. population lives within 10 miles of a Target store.

Corporate responsibility has been a priority at Target since our first stores opened. Our philanthropic giving dates back to 1946, when we started donating 5% of our profits to local communities.

Over the years, our dedication has only grown. Target Forward, our enterprise-wide sustainability strategy, positions our business for lasting growth and impact.

Target takes a holistic view of sustainability, with efforts focused on our business driving positive impact for both people and planet while also generating business results. We see sustainability efforts as part of an interconnected system, where our actions help address climate change, restore natural systems and drive opportunity and equity for our teams, communities and partners. These actions impact and reinforce one another to create change that is good for all. Target Forward captures our ambition in this space.

## Awards and rankings

### Bloomberg 2023

- [Bloomberg Gender-Equality Index Member Company](#)

### Disability:IN 2023

- [100% on Disability Equality Index 2023 Best Places to Work](#)

### DiversityInc 2023

- [Top 50 Companies for Diversity](#)

### Forbes 2022

- [No. 51 World's Best Employers](#)

### Fortune 2023

- [No. 21 World's Most Admired Companies 2023](#)
- [No. 26 100 Best Companies to Work For 2023](#)
- [No. 2 Best Large Workplaces in Retail 2023](#)

### Great Place to Work Certified 2023

### Human Rights Campaign 2022

- [100% on Corporate Equality Index](#)

### JUST Capital 2023

- [No. 4 Industry \(Retail\)](#)
- [No. 72 Overall](#)

### PEOPLE® 2023

- [No. 9 Companies that Care](#)

### Seramount 2023

- [Best Companies for Multicultural Women](#)

## Fast Facts

\$109,120 million total revenue<sup>2</sup>

**Target Circle** is one of the nation's leading loyalty programs with over 100 million members and growing.

50+ owned and exclusive brands

Approximately 440,000 full-time, part-time and seasonal team members<sup>1</sup>

Nearly 2,000 stores and 55 supply chain facilities in the U.S.

Since 1946, **Target has given 5% of our profit to communities** in cash, products and through the Target Foundation, which today equals millions of dollars a week



# Target Forward: Our Sustainability Strategy

**Target Forward – our enterprise-wide sustainability strategy – builds on our durable business model and culture of care that serves our guests, team members, partners and communities well – and delivers strong results.**

Advancing bold goals and ambitions, providing inspiration and clear direction for our team members and partners — and investing in these sustainable practices — fortifies our business and drives growth for the future.

We continuously evaluate where we can make the greatest difference and, through this work, we developed an approach to managing and measuring our goals.

We remain committed to investing in new approaches to sustainability that unlock momentum, build capabilities and drive sustainable change within our company, supply chain and communities.

Our goals are ambitious, may evolve over time and are built to be achieved in collaboration with our stakeholders. We will continue to provide updates on our Target Forward goal progress in our regular reporting and on our [corporate website](#).

## Our vision

Building on our purpose to help all families discover the joy of everyday life, Target Forward is grounded in a vision to co-create an equitable and regenerative future with our guests, partners and communities.



## Our ambitions

Our Target Forward commitments focus on three critical ambitions:



- 1. Design and elevate sustainable brands<sup>3</sup>**



- 2. Innovate to eliminate waste**



- 3. Accelerate opportunity and equity**





# Target Forward Progress Report

*While we categorize Target Forward goals by ambition, all of the goals are interconnected and shouldn't be looked at in isolation.*



## Design and elevate sustainable brands

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

Expanded our **Target Clean** program to include four new categories, providing guests with more product options made without ingredients they may not want

**Expanded adaptive assortment** with new products across Cat & Jack, A New Day, Pillowfort, Universal Thread, Hyde & EEK! and Goodfellow & Co. product lines

**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.**

Nearly doubled the use of recycled cotton in our owned brand products since 2021

**By 2025, Target plans for 100% of owned brand suppliers to have policies and programs to advance gender equity.**

Joined **WeConnect International**, which supports and certifies women-owned businesses across the globe

Launched our **Just and Equitable Supply Chain requirements** to further our progress in building a responsible global supply chain



## Innovate to eliminate waste

**By 2040, Target commits to net zero greenhouse gas emissions<sup>4</sup> across our enterprise (scopes 1, 2 and 3).**

Achieved our interim milestone to source **60% of electricity from renewable sources** for operations three years early

**Reduced scope 3 emissions by 8% from FY2021**, marking Target's first-ever decrease in scope 3 emissions year-over-year

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

Identified **Universal Thread and Everspring** as our first two owned brands that will be **designed for circularity<sup>5</sup>**

**Trained more than 3,000+ team members** on our circular design principles since 2018

**By 2025, Target intends to reduce annual total virgin plastic in our owned brand packaging by 20%.<sup>6</sup>**

Launched **Target Zero**, a curated collection with thousands of products and/or packaging designed to be refillable, reusable or compostable; concentrated; made from recycled content or made from materials that **reduce the use of virgin plastic**

**By 2030, Target plans to achieve zero waste<sup>7</sup> to landfill in U.S. operations.**

Received Target's **first official zero waste certified location designation** from the TRUE Certification (Zero Waste) for our Hawaii Flow Center



## Accelerate opportunity and equity

**Target aims to drive equitable opportunities and outcomes for advancement and engagement by continuing to be a leader in diversity, equity, inclusion and belonging.**

Announced our **updated 2022-2024 DE&I goals**

**Launched Circle of Champions**, an internal advisory council, to focus on inclusion practices

**Target aims to create equity through benefit access and affordability to enhance total well-being.**

**Celebrated the first full year of Dream to Be**, our tuition-free education assistance benefit for team members

**Increased access to benefits** by lowering the hours requirements for eligibility and reducing the waiting period for new team members

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

Enhanced support for our **Target Scholars program** with scholarship extensions and new resources including for financial hardships

Target team members have impacted thousands of local communities through listening and showing up in relevant ways, **volunteering nearly 900,000 hours** and contributing millions of dollars to charitable causes

<sup>4</sup> Net zero, as defined, is achieved when a company's scope 1, 2 and 3 emissions are reduced to a level that is consistent with a 1.5°C pathway, and any residual emissions are removed from the atmosphere through either nature-based or technological carbon removal solutions (e.g., forestry, regenerative agriculture, carbon capture technology), by no later than 2050, in alignment with the Paris Agreement.

Target has committed to net zero greenhouse gas emissions across our enterprise, 10 years ahead of the Paris Agreement.

<sup>5</sup> Designing products in a way that designs out waste and keeps products and materials in use for as long as possible.

<sup>6</sup> From a 2020 baseline year.

<sup>7</sup> The conservation of all resources by means of responsible production, consumption, reuse and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health, as established by the Zero Waste International Alliance. The threshold to be considered "Zero Waste" is normally set at a minimum of 90% diversion rate.





# Sustainability and Governance Priorities

**We center our efforts and reporting on the issues that are most important to the long-term health of our business and stakeholders across our value chain.**

Engaging in sustainable practices helps fortify our business as we seek to drive growth for the future. We are committed to and accountable for reporting our progress and continually examining issues that are most important to our business.

Target conducts Sustainability and Governance priority assessments regularly by engaging key stakeholders and seeking their insights to identify, understand and [validate key issues affecting our business](#).

Based on the findings from our most recent comprehensive assessment, we have made some minor modifications and additions to our Sustainability and Governance priorities, as well as our reporting procedures.

## Stakeholder engagement

Target engages with a broad, diverse and ever-evolving network, including our team members, guests, shareholders, manufacturers, community organizations and countless more. They make our work possible and even more impactful.

We value input from our stakeholders on how we operate our business and their unique perspectives on the issues that matter most to them.

Hearing a range of perspectives and sharing feedback with leadership and the Board of Directors helps us make informed decisions. Those engagements help Target take actions and achieve results that positively impact the company and our stakeholders.

Learn more about our work with and for stakeholders on our [corporate website](#). More information on our engagement with our shareholders relating to our business, sustainability and governance matters can be found in our [2023 Proxy Statement](#).

## Sustainability and Governance Priorities

Our Sustainability and Governance priorities identified and categorized in this assessment are increasingly interconnected and can often impact each other. As such, they should not be viewed in isolation.



### Climate

Greenhouse Gas Emissions  
Climate-Related Risks and Opportunities



### Human Capital Management

Compensation, Benefits and Well-Being  
Workplace Health and Safety  
Talent and Development



### Ethical Business

Government Advocacy  
Privacy and Cybersecurity  
Product Quality and Safety

### Circularity

Product and Packaging Design  
Waste Elimination and Reduction

### Resource Use

Environmental Impacts of Products  
Water Use and Management  
Chemicals  
Biodiversity

### Diversity, Equity and Inclusion

Board and Workplace Diversity

### Serving and Strengthening Communities

Community Impact  
Access to Products and Services

### Responsible Supply Chains

Purchasing Practices  
Human Rights  
Animal Welfare



# Governing Sustainability Matters

Oversight responsibility for sustainability and reporting matters is allocated among the Board and its Committees, and management identifies, assesses and integrates sustainability and governance-related priorities in our business. We have also introduced new governing bodies to help further this work, accelerating progress across Target Forward and strengthening our disclosures.

## Board oversight

Given the breadth of sustainability matters for a company of our size and scale, oversight of those issues is allocated throughout the Board and its Committees:

Responsible party	Oversight area for sustainability matters
Board	<ul style="list-style-type: none"> <li>Sustainability strategy (through oversight of our business strategy and annual strategic priorities)</li> <li>Sustainability risks (through oversight of our business strategy and top enterprise risks)</li> <li>Reputation management</li> <li>Crisis management and response</li> <li>Organizational team health</li> </ul>
Audit & Risk Committee	<ul style="list-style-type: none"> <li>Compliance and ethics</li> <li>Supply chain corporate responsibility matters, including vendor human capital and responsible sourcing practices</li> <li>Cybersecurity and information security</li> <li>Privacy</li> <li>Product and food safety</li> </ul>
Governance & Sustainability Committee	<ul style="list-style-type: none"> <li>Overall approach to significant sustainability and corporate responsibility matters (including strategy, prioritization, monitoring, and external reporting)</li> <li>Environmental stewardship practices (including climate and energy, waste, natural resources and chemicals)</li> <li>Social and political issues and risks not allocated to other Committees</li> <li>Philanthropy and community engagement</li> <li>Policies and practices regarding public policy advocacy and political activities</li> </ul>
Compensation & Human Capital Management Committee	<ul style="list-style-type: none"> <li>DE&amp;I</li> <li>Culture and team member engagement</li> <li>Pay equity</li> <li>Broad-based compensation and benefits</li> <li>Growth and development</li> <li>Purpose and values</li> </ul>

Find out more about our corporate governance practices in our [2023 Proxy Statement](#).



design and development, sourcing and supply chain operations, human capital management and our new store development.

- Developing sustainability-related goals and managing our data, measurement and reporting.

We recognized a need to establish governance bodies to support our Senior Vice President of Corporate Responsibility by continuing to enhance both the execution and refinement of Target Forward and the quality of our disclosure.

## Target Forward governance

In 2022, we formalized a governance structure for Target Forward to provide cross-functional management supervision and enable the

execution and refinement of this enterprise-wide strategy. This change complemented the Board's oversight of Target's sustainability matters, including Target Forward, and introduced two new governing bodies:

- Target Forward Executive Steering Committee:** Consists of Target senior executives providing corporate supervision and confirming vision, goals and strategy.
- Target Forward Leadership Team:** Consists of senior cross-functional leaders to enable the functional execution and prioritization of Target Forward initiatives.

The Target Forward Program Management Office (PMO) facilitates the governance process for tracking and measuring performance and enables all engagement between the other Target Forward governing bodies.



# Climate

- 11 Greenhouse Gas Emissions
- 17 Climate-Related Risks and Opportunities



Frameworks reported on:

GRI SASB SDG TCFD



# Greenhouse Gas Emissions

**Aligned with our Target Forward commitments, we are focused on cutting our greenhouse gas (GHG) emissions by driving energy efficiency, adopting renewable energy and eliminating waste. We're also working with our suppliers to support their decarbonization efforts.**

To make progress toward our net zero goal, we continue to work towards avoiding, reducing and removing emissions. In 2019, we set our Science Based Targets initiative (SBTi)-validated goal<sup>8</sup> to reduce absolute scope 1 and 2 emissions and scope 3 GHG emissions. Having met our goal to achieve a 30% absolute reduction in operations emissions (scopes 1 and 2) by 2030 from a 2017 base year, we increased our ambition to achieve a 50% absolute reduction within that same period. In

## Signature Goal

By 2040, Target commits to net zero greenhouse gas emissions<sup>9</sup> across our enterprise (scopes 1, 2 and 3).

## Milestone Goal

By 2030, Target commits to achieve 50% absolute reduction in operations emissions (scopes 1 and 2) from a 2017 base year

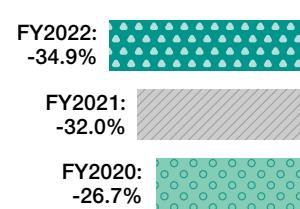
By 2030, Target commits to achieve 30% absolute reduction in supply chain emissions (scope 3) covering retail purchased goods & services from a 2017 base year.

2022, we reduced GHG emissions from our own operations (scope 1 and 2) by 34.9% from 2017. We are also committed to achieving 30% absolute reduction in supply chain emissions (scope 3) covering retail goods & services by 2030 from a 2017 base year. While Target's scope 3 emissions have increased by 12% from our 2017 baseline, in 2022, we reported an 8% decrease from 2021, our first year-over-year reduction since setting our goal.

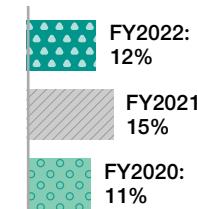
We signed onto the [Business Ambition for 1.5° Campaign](#) and are members of [Race to Zero](#) to help drive meaningful change across our sector and value chain, and commit to emissions reductions in line with no more than 1.5-degree warming.

As we work towards our net zero GHG emissions commitment, Target opened our first [net zero energy](#) store<sup>10</sup> in March 2022 in Vista, California. Alongside its new carports, the store includes features like an electric HVAC system and CO<sub>2</sub> refrigeration — a natural refrigerant — that help reduce the store's emissions. This store is designed to generate more renewable energy than it uses each year to power its operations and is helping inform future goals and store design.

## Change in market-based scope 1 and 2 GHG emissions since 2017 baseline



## Change in scope 3 emissions since 2017 baseline



**8% decrease in scope 3 emissions from FY2021, Target's first-ever decrease in scope 3 emissions year-over-year**

Scope	Definition	Our Impact
1	Direct emissions	Target operates a variety of stores, offices, supply chain facilities, data centers, off-site warehouses and a last mile delivery service. These sites create direct emissions through the activities under their control. They also consume electricity, which generates indirect emissions during its production. Together, scope 1 and 2 emissions account for approximately 3% of our emissions footprint.
2	Indirect emissions	
3	Indirect emissions (upstream and downstream value chain)	Our upstream and downstream value chain activities cover manufacturing, product distribution, guests using and disposing of our products, business travel and other indirect sources. These types of indirect emissions account for around 97% of our GHG emissions. Specifically, goods and services that we purchase account for approximately 44% of our scope 3 emissions, and the remaining 56% of scope 3 emissions come from use of sold products, transportation and other activities.

<sup>8</sup> We are seeking validation of updated goals through SBTi in 2023 to align to the group's Net-Zero Standard.

<sup>9</sup> Net zero, as defined, is achieved when a company's scope 1, 2 and 3 emissions are reduced to a level that is consistent with a 1.5°C pathway, and any residual emissions are removed from the atmosphere through either nature-based or technological carbon removal solutions (e.g., forestry, regenerative agriculture, carbon capture technology), by no later than 2050, in alignment with the Paris Agreement. Target has committed to net zero greenhouse gas emissions across our enterprise, 10 years ahead of the Paris Agreement.

<sup>10</sup> Target has applied for net zero energy certification from the International Living Future Institute.





# Actions to Reduce Greenhouse Gas Emissions

Target commits to net zero GHG emissions<sup>11</sup> across our enterprise by 2040.

## Our Operations



### Energy Efficiency

Maximize energy efficiency opportunities in our stores and warehouses

Convert all stores to natural HFC-free refrigerants by 2040



### Renewable Energy

Source 100% of electricity from renewable sources for operations by 2030

Source 60% of electricity from renewable sources for operations by 2025



### Managing Operational Waste

Achieve zero waste<sup>12</sup> to landfill in U.S. operations by diverting 90% of waste from landfill through reuse, recycling, donation and reduction strategies by 2030

Reduce operational food waste by 50% across our stores, distribution centers and headquarters by 2025<sup>13</sup>

## Our Value Chain



### Supplier Engagement

Aim for 80% of Target's suppliers by spend (covering all purchased goods and services) to set science-based scope 1 and scope 2 targets by 2023



### Circular Design

Design 100% of our owned brand products for a circular future by 2040

Reduce annual total virgin plastic in our owned brand packaging by 20% by 2025<sup>14</sup>



### Sustainable Logistics

Transition to zero carbon maritime shipping by 2040 in alignment with the coZEV 2040 Ambition Statement

Seek collaborations with carriers to optimize deliveries, and utilize renewable fuels and EVs to decarbonize transportation



### Carbon Removal

Activate carbon removal strategies aligned to our Target Forward vision

Invest in regenerative forest, land and agriculture initiatives



### Guest Offerings

Increase access to sustainable products and packaging through programs like Target Zero



<sup>11</sup> Net zero, as defined, is achieved when a company's scope 1, 2 and 3 emissions are reduced to a level that is consistent with a 1.5°C pathway, and any residual emissions are removed from the atmosphere through either nature-based or technological carbon removal solutions (e.g., forestry, regenerative agriculture, carbon capture technology), by no later than 2050, in alignment with the Paris Agreement.

Target has committed to net zero greenhouse gas emissions across our enterprise, 10 years ahead of the Paris Agreement.

<sup>12</sup> The conservation of all resources by means of responsible production consumption, reuse and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health, as established by the Zero Waste International Alliance. The threshold to be considered "Zero Waste" is normally set at a minimum of 90% diversion rate.

<sup>13</sup> From a 2017 baseline year.

<sup>14</sup> From a 2020 baseline year.





## Collaborating with suppliers on emissions reduction strategies

Our supplier collaborations help us deliver on our commitments. This includes supporting our suppliers in calculating their carbon footprint and setting science-based emission reduction targets, so that they have the ability to measure and report progress as we work together to transition to a low-carbon economy.

### Milestone Goal

**By 2023, 80% of Target's suppliers by spend<sup>15</sup> will set science-based scope 1 and scope 2 targets.**

As we work towards this goal, we continue to monitor suppliers' progress across product categories, countries of production and emission impact categories. Suppliers in scope for Target's supplier engagement program<sup>16</sup> on climate comprise our top 80% of spend, and account for 81% of our purchased goods and services (PGS) footprint and 35% of our total scope 3 footprint.

In service of this goal, we request that all of these suppliers complete the CDP Climate Questionnaire, which we use to inform progress on our scope 3 targets and gain greater visibility into our supply chain emissions. For more information, see our [2023 CDP Climate Response](#).

### As of the end of FY2022,

- 52% of our suppliers by spend (of the 80% of suppliers by spend) equating to 301 suppliers, have set science-based scope 1 and 2 goals. This is an increase from the reported 32% in 2021.

- Our suppliers have reported improvements in their scope 1 and 2 emissions relative to the 2017 baseline, which led to 13.2% reductions.

Target's climate supplier engagement program includes education and collaboration. This includes comprehensive training and support aimed at helping suppliers set science-based emissions reduction targets and adopt emissions reduction solutions, including renewable energy. We use the [Higg Facility Environmental Module \(FEM\)](#) and [CDP](#) to capture allocated emissions reductions from our suppliers. These reductions were validated internally by Target or reported from datasets verified by a third party. In 2022, 68% of our suppliers reported via CDP Climate Questionnaire and 94% of our Tier 1 factories and 84% of our Tier 2 factories reported to Higg FEM.

## Key upstream and downstream interventions

- **Regenerative agriculture:** We have established several regenerative agriculture programs, through our partnerships with [The Nature Conservancy](#) and [Soil Water Outcomes Fund](#) on initiatives to improve soil health. [Learn more](#).
- **Responsible sourcing:** With multiple partners and stakeholders, Target is working to meet [responsible sourcing commitments](#) for palm oil, forest products, cotton, coffee and seafood.
- **Sustainable logistics:** We plan to work with third-party logistics providers to improve the efficiency with which they move our products, and joined the [2040 Ambition](#).

## Apparel Impact Institute Fashion Climate Fund

In November 2022, Target became a lead contributor for [Apparel Impact Institute's \(Aii\)](#) \$250 million Fashion Climate Fund (FCF), a 501(c)(3) organization whose mission is to identify, fund, scale and measure positive impact for the textile, apparel and footwear industries' supply chain through emission reduction initiatives. Target's partnership with Aii will expand our ongoing work within the manufacturing supply chain into more facilities and allow deeper engagement on a range of environmental improvement projects with suppliers. One of the FCF's main initiatives is the Climate Solutions Portfolio, a new grant deploying tool that will serve as a public and transparent resource for brands, retailers, industry stakeholders and external commercial financing partners looking to accelerate decarbonization efforts.

Target, an original founding partner of Aii, has joined with PVH Corporation, Lululemon, H&M Group, H&M Foundation and The Schmidt Family Foundation in this effort.

[Statement](#) to accelerate the transition to zero carbon maritime shipping by 2040. Joining coZEV furthers our work to create a more sustainable, circular supply chain that furthers the health of our business and the global community, and commits us to working together with other retailers, cargo manufacturers and operators. Additionally, Target's merchandising and supply chain teams expanded the effort we started in 2019 to consolidate deliveries at three West Coast supply chain facilities to our Nogales, Arizona, supply chain facility. This effort has limited the number of emissions-producing trucks on the road and resulted in more than \$4.5 million in savings since 2019.

- **Packaging:** As part of our Target Forward ambition to partner across the value chain to design solutions that eliminate waste, we are committed to eliminating problematic plastic

in our packaging, in service of our work to reduce climate impacts across our operations and supply chain.

- **Guest engagement:** Through programs like [Target Zero](#), we are making it easier for our guests to identify and purchase products that have been designed to reduce waste. Target Zero creates a collective impact across our brand partners and product assortments and for our collective stakeholders.

Read more about our investments into [supply chain improvements](#).





## Greenhouse Gas Emissions Climate-Related Risks and Opportunities

GHG emissions<sup>17</sup>

Metric	FY2022	FY2021	FY2020	Framework
Scope 1 and 2 GHG emissions (mtCO <sub>2</sub> e)				GRI 305-1 and 305-2, TCFD
• Location-based	2,285,397	2,159,457	1,883,429	
• Market-based	1,671,180	1,746,742	2,192,085	
Change in scope 1 and 2 GHG emissions from 2017 baseline (market-based)	-34.9%	-32.0%	-26.7%	Target goal (2030: -50%)
GHG emissions intensity (scope 1 and 2, market-based) (mtCO <sub>2</sub> e/sq. ft.)	0.0056	0.0057	0.0062	GRI 305-4, TCFD
Gross quantity of direct (scope 1) GHG emissions (mtCO <sub>2</sub> e)	779,858	734,799	699,877	GRI 305-1, SASB FB-FR-110b.1, TCFD
• Natural gas	288,886	274,862	251,325	
• Propane	2,088	1,988	1,776	
• Stationary diesel	1,327	1,363	1,664	
• Mobile (diesel, gasoline, jet fuel)	32,360	29,699	22,554	
• Refrigerants	455,197	426,887	422,558	
Quantity of biogenic scope 1 CO <sub>2</sub> emissions (mtCO <sub>2</sub> e)	0	0	0	GRI 305-1
Corporate emissions rate for EPA-applicable refrigeration systems (greater than 50 lbs)	13.7%	12.8%	13.3%	GreenChill Partnership
Pounds of ODS R-22 refrigerant removed and replaced with lower Global Warming Potential alternatives	0 <sup>18</sup>	17,575	19,712	GreenChill Partnership
<b>Gross quantity of indirect (scope 2) GHG emissions (mtCO<sub>2</sub>e)</b>				GRI 305-2, TCFD
• Scope 2 total (location-based)	1,505,539	1,424,658	1,492,208	
• Scope 2 total (market-based)	891,321	1,011,943	1,183,552	
• Electric (location)	1,501,345	1,420,075	1,488,213	
• Electric (market)	887,136	1,007,360	1,179,557	
• Steam	3,007	2,648	2,605	
• Chilled water	1,179	1,935	1,390	
Percentage of suppliers, by spend, having set science-based reduction targets for scope 1 and 2 GHG emissions	52%	32%	23%	Target goal (2023: 80%)
Change in scope 3 GHG emissions from 2017 baseline	12%	15% <sup>21</sup>	11% <sup>21</sup>	Target goal (2030: -30%)
Change in retail PGS GHG emissions from 2017 baseline	24% <sup>19</sup>	11% <sup>21</sup>	15% <sup>21</sup>	Target goal (2030: -30%)
<b>Quantity of gross other indirect (scope 3) GHG emissions by GHG Protocol category (mtCO<sub>2</sub>e)</b>	67,197,000 <sup>20</sup>	69,106,000 <sup>21</sup>	66,518,000 <sup>21</sup>	GRI 305-3, TCFD
1 — PGS	29,460,000	26,549,000 <sup>22</sup>	27,272,000	
2 — Capital goods	1,509,000	1,016,000	792,000	
3 — Fuel- and energy-related activities	466,000	476,000	363,000	
4 — Upstream transportation and distribution	5,758,000 <sup>23</sup>	8,213,000	6,343,000	
5 — Waste generated in operations	231,000	228,000	190,000	
6 — Business travel	20,000	7,000	5,000	
7 — Employee commuting	484,000	478,000	467,000	
9 — Downstream transportation and distribution	5,963,000	6,126,000	5,596,000	
11 — Use of sold products	22,176,000	24,875,000	24,395,000	
12 — End-of-life treatment of sold products	1,129,000	1,138,000	1,096,000	

17 Target reports based on operational control method outlined in the GHG Protocol Corporate Standard.

18 No R-22 equipment was converted in 2022. We plan to convert the five remaining stores with R-22 to non-ozone depleting natural refrigerants in 2023 and 2024.

19 Changes in sales from 2017 to 2022 drove a 23.7% increase in retail PG&amp;S emissions. Supplier-reported emission reductions, which are part of our net emissions calculations, were not yet reported for 2022 at the time of publication and are not reflected in this figure.

20 The reduction in total 2022 scope 3 emissions from 2021 is due to a slowing of Target sales growth and improvements in data quality and calculation methodologies.

21 All 2020 and 2021 scope 3 figures have been restated from what was reported last year. This restatement is due to: an adjustment to estimate full well-to-wheel emissions; estimating the upstream emissions for vendor produced products entering our supply chain domestically; the inclusion of emissions from the sale of fuel-consuming products and fuels/feedstocks; and an adjustment to food &amp; beverage end-of-life to account for the consumption of the product.

22 2021 PGS was restated from 30,756,000 mtCO<sub>2</sub>e to include supplier reported reductions. Supplier-reported emission reductions and greening of the electricity grid accounted for a -13.4% reduction in emissions in 2021 due to an increase in suppliers reporting to CDP Supply Chain and Higg FEM with statistically measurable emissions improvements.

23 Upstream transportation increased overall due to the inclusion of well-to-tank emissions and a new estimate for upstream emissions for products Target receives domestically. 2022 shows a year over year decrease due to operational efficiencies.





## Greenhouse Gas Emissions

## Climate-Related Risks and Opportunities

## Renewable energy

### Milestone Goals

**By 2030, Target commits to source 100% of electricity from renewable sources for operations.**

**By 2025, Target commits to source 60% of electricity from renewable sources for operations.**

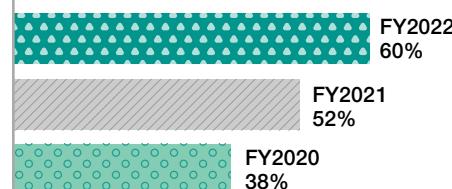
**By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature.**

**By 2025, we plan to have at least 50% of the energy used in strategic and joint business plan partners' owned operations come from renewables.**

Our emissions reduction strategy centers around adopting renewable energy, driving energy efficiency and implementing other sustainable practices. Our internal Sustainable Building Council, a cross-functional team within Target Properties, coordinates sustainability strategies and helps develop priorities and roadmaps to meet our long-term goals.

We are on track to achieve our 2030 renewable electricity goal and achieved its interim milestone, with 60% of our electricity procured from renewable sources<sup>24</sup> as of FY2022.

### Renewable Electricity Consumption<sup>25</sup>



Target ranked #1 Corporate On-Site Solar User in the U.S. in SEIA's [2022 Solar Means Business Report](#), an acknowledgment of our achievements in sourcing of renewable electricity.

In service of these goals, we contract off-site renewable energy and rooftop solar projects at our facilities. We exceeded our initial goal to support renewable energy by increasing the number of our buildings with rooftop solar panels to 500 by the end of 2020. By the end of 2022, we had installed solar at 562 sites.

In 2022, we signed two renewable virtual power purchase agreements, including solar energy projects in California (132 MW) and in Indiana (44 MW). We also committed to purchase renewable electricity from an Alaska Native-owned wind energy project in Southcentral Alaska (5,000 MWh of renewable electricity). In addition, our portion of projects in Arizona, Texas and Florida began producing renewable energy for commercial operations. All of these projects now contribute toward Target's renewable energy portfolio.

As we advance our approach, we are focused on engaging our owned brands and national brand suppliers to become more energy efficient, procure renewable energy and develop more energy efficient products.

We are currently partnering with our Tier 1 and 2 suppliers to increase the uptake of cost-effective renewable energy and energy efficiency upgrades. By encouraging more of our supply chain to source renewable energy and reduce energy consumption through engagement (webinars and educational resources), we are working to mitigate future risk against price and grid volatility in our suppliers' countries and adapt to the risks posed by climate change. Learn more about our [Standards of Vendor Engagement \(SOVE\)](#) and [Climate-Related Risks and Opportunities](#).

## Electric vehicles

We are making progress on our electric vehicle (EV) charging program, which began in 2013. By collaborating with organizations such as [Tesla](#), [Electrify America](#), [EVgo](#), and [ChargePoint](#), over 1,600 charging spaces are now available for our guests and team members to use across 186 Target sites as of the end of FY2022.

### Stores and refrigeration

We recognize that refrigerants comprise a significant portion of Target's overall operational emissions footprint through the company's expanding refrigerated and frozen food offerings. That is why we are working to phase out high global warming potential (GWP) gases for refrigerants, so Target can mitigate our contributions to climate change and address the overall risks of changing climate and emissions regulations.

We upgrade to HFC-free refrigeration systems whenever technically feasible and have a long-term strategy to have all stores converted to natural refrigerants (100% CO<sub>2</sub>, a natural refrigerant with ultra-low global warming potential, significantly reduces our stores' direct emissions impact) by 2040, which would reduce our direct operations' emissions by an expected 20% from a 2017 baseline.

In 2022, Target rolled out a strategy to introduce more efficient refrigerant refrigeration systems that

release 99% less carbon dioxide equivalent (CO<sub>2</sub>e) emissions than traditional refrigeration systems. This refurbishment will also be paired with innovative and proprietary leak detection technologies to help quickly identify and address leaks in refrigeration systems and mitigate potential emissions.

As of the end of 2022, Target has 31 stores fully operational with natural refrigerant (HFC-free), working towards a goal to have 100+ stores fully operational with natural refrigerant by the end of 2023. We will continue to refurbish additional stores over the next few years under this remodel program.

To continue reducing our operational emissions, we are also building a portfolio of highly energy-efficient stores by adopting new technologies and operating procedures. Since 2009, Target has earned [ENERGY STAR](#) certification for 1,577 stores and was recognized as an ENERGY STAR Partner of the Year in 2023, the eighth straight year we have received this accolade.

In 2022, the EPA [recognized](#) Target for reaching our annual GreenChill refrigerant emissions reduction goal; Store Leadership for our net-zero store in Vista, California and Store Re-Certification Excellence for Target supermarkets that have achieved five consecutive GreenChill Store Certifications. To date, the EPA has certified 95 Target stores to GreenChill standards.

## Supply Chain Renewables Initiative (SCRI)

In 2022, we initiated a Target-led program, in partnership with [Schneider Electric](#), called Supply Chain Renewables Initiative (SCRI). The program aims to engage and educate Target's suppliers on procuring renewable energy, with a particular emphasis on off-site renewable energy power purchase agreements. This program includes educational content, stakeholder meetings and market sourcing activities to support reductions in supply chain emissions via the acceleration of renewable energy adoption. Through SCRI, we are engaging suppliers to prioritize renewable energy, while working toward our goal to have at least 50% of the energy used in strategic and joint business partner-owned operations come from renewables by 2025.

<sup>24</sup> To calculate the percentage of renewable electricity in Target's operations, we evaluate both the amount of renewable electricity from Target's projects and the renewable electricity in the grid. This total renewable electricity is then compared to Target's total electricity use per the following equation: Target's Renewable Electricity % = (Target Renewable Electricity Projects + Renewable Electricity in Grid) / Target Electricity Use.

<sup>25</sup> Metrics for renewable energy consumption and scope 1 and 2 is for domestic (U.S.) operations that we have operational control of under The Climate Registry General Reporting Protocol, with the exception of our wholly owned subsidiary Shipt, Inc. ("Shipt").





## Energy Consumption

Metric	FY2022	FY2021	FY2020	Framework
Total energy consumption (GJ)	20,835,316	20,153,181	19,454,429	SASB CG-MR-130a.1 (1)
Energy intensity ratio (U.S. electricity) (kWh/sq. ft.)	13	12	12	GRI 302-3
Percentage of total energy that is renewable and for which we retire RECs <sup>26</sup>	29%	24%	14% <sup>27</sup>	SASB CG-MR-130a.1 (3)
Total electricity consumption (GJ)	14,574,997	14,121,121	13,995,525	GRI 302-1
Percentage of total energy consumed that is grid electricity <sup>28</sup>	40%	47%	57%	SASB CG-MR-130a.1 (2)
Percentage of global electricity consumption that is renewable <sup>29</sup>	60%	52%	38%	Target goal
• Covered by Target RECs	42%	34%	21%	(2025: 60%)
• Grid-renewable portion	18%	18%	17%	2030: 100%)

<sup>26</sup> Renewable electricity includes renewable energy credits (RECs) from Target's onsite and off-site projects, as well as electricity that we receive from renewable energy generation serving the electric grids where Target facilities are located. Data sources include: Target's 2022 fiscal year electricity consumption data; Target's 2022 RECs; and the [Center for Resource Solutions \(CRS\)](#) Utility Grid Accounting methodology for renewable mix, published in the latest EEI Utility Electricity Mix Database.

<sup>27</sup> The CRS Utility Grid Accounting methodology for renewable mix, adopted by [CDP](#), [The Climate Registry](#) and [RE100](#), is a 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 before 2021. This results in a utility grid renewable mix of 18% in FY2022.

<sup>28</sup> Excludes grid mix renewables.

<sup>29</sup> The scope of this data is U.S. operations only, but international offices account for [less than 1)% of our overall electricity consumption.





# Climate-Related Risks and Opportunities

To further enhance our climate strategy, we are addressing climate-related risks and resilience in our buildings and other properties.

These efforts are jointly [managed](#) by our teams in corporate responsibility, legal affairs, properties, supply chain, responsible sourcing and sustainability and others who coordinate our climate change strategy, identify key initiative areas, assess risks and opportunities and implement Target's response.

In addition to enterprise-level assessments, our sustainability team periodically engages independent third-party consultants to conduct risk and opportunities assessments that align with the Task Force on Climate-related Financial Disclosure's (TCFD) risks and opportunities taxonomy. We engage with a multi-disciplinary set of upstream, downstream, and supply chain business functions across the organization to understand each risk and opportunity type as it may manifest for Target.

This process enables us to:

- Prioritize and mitigate risks.
- Leverage opportunities.
- Connect findings to integrated enterprise-wide risk management and planning processes, where appropriate.
- Determine what risk or opportunity areas we need to learn more about in order to further prioritize.

For more information on Target's climate risk management, see our [2023 Climate CDP response](#).

## Policy advocacy on climate

We expect the long-term effects of global climate change will be widespread and unpredictable. That understanding informs our comprehensive climate policy and goals, which are designed to keep Target competitive within the retail industry.

As part of our climate-related risk management process, we track energy and carbon regulations and related legislative proposals, at all levels of government, to identify opportunities for modifying and expanding the energy commitments of Target and our suppliers.

Target works with policymakers at federal, state and local levels to bring awareness and understanding of our Target Forward goals, focusing on how we can work together to achieve our shared objectives and strengthen the communities we mutually serve.

For more information on Target's compliance with and monitoring of relevant state and federal regulations, see our [2023 Climate CDP response](#).

## Climate adaptation

As we further build out our net zero goal roadmap, we will also continue to evaluate our climate-related risks and opportunities in line with the recommendations of the TCFD, with an update periodically. Our TCFD analysis was last updated in 2022, and we plan to update it again in 2025. We use these findings to inform our risk mitigation approach and make targeted enhancements to our resilience strategy at the individual store/facility level.

For physical risks, we have response plans to help keep our stores and supply chain facilities open and operational. In addition, we leverage the results

of this climate scenario analysis to understand the strategies needed to limit the disruption of our supply chain both internationally and domestically.

We aim to position Target to adapt to a changing world by acting on opportunities that directly relate to our climate-related risks, which include implementing renewable energy technologies, offering sustainable brands and energy efficient products to meet the growing needs of our guests.

For more information on Target's work on climate adaptation, see our [2023 Climate CDP response](#).

## The impact of unpredictable weather

The world's changing climate, the interconnection between climate and nature and resulting unpredictability of weather has shaped the development of Target's environmental goals and the actions we take to address them. This includes our response to communities impacted by disasters.

Target's corporate command center identifies man-made or natural disaster risks annually in order to identify and develop responses to threats. For example, our analysis shows that our locations in the southeastern portion of the United States, including the states of Florida, Louisiana and Texas, may be impacted by hurricanes and wind gusts. Natural disasters, such as hurricanes and tornadoes can threaten team members' physical well-being, stores and products, as well as present the risk of damaging infrastructure leading to power outages that spoil food and render Target stores inoperable.

When climate-related events occur, Target's risk monitoring team assesses the situation to strengthen our response and the way we support our team and community. This includes Target support of

disaster preparedness, immediate response, long-term recovery and community resilience throughout the year. We partner closely with several national and local nonprofit partners to aid in community resilience efforts following a natural disaster. These organizations deliver immediate basic needs like food, shelter, water and supplies into communities following disasters in addition to helping clean-up debris and damaged homes following storms. Longer-term recovery efforts are focused on rebuilding, ongoing financial assistance and disaster mitigation efforts to help communities building back better and more sustainably.

For example, in response to Hurricane Ian, Target committed \$5 million to local and national disaster response partners, including the American Red Cross, Team Rubicon, Center for Disaster Philanthropy, Feeding America and a variety of local nonprofits. Target stores across the region also supported local nonprofit organizations in purchasing much-needed supplies to help the community recover. Read more about [Target's response to Hurricane Ian](#).

Target also has a robust flood response strategy and spent over \$29 million on remediation efforts in 2022, across all our properties. The first step in our response process is to confirm the safety of team members and guests, and close facilities where flooding is likely and/or if safety is compromised.

We regularly evaluate our responses for process improvements, which we then implement as part of our response to future weather-related events to reduce financial or operational impacts.

For more information on Target's disaster response strategy, please see our [CDP Climate submission](#).





# Circularity

19 Product and Packaging Design

21 Waste Elimination and Reduction



Frameworks reported on:

GRI SASB SDG



# Product and Packaging Design

**Circularity — which involves designing products and packaging in a way that reduces waste and keeps products and materials in use for as long as possible — is incorporated throughout our business.**

One of many examples is the development and manufacturing of Target owned brand products. In doing so, we are taking steps to eliminate waste, keep products and materials in use longer and decrease our dependency on [natural resources](#), thereby strengthening our business.

## Signature Goals

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

**By 2025, Target intends to reduce annual total virgin plastic in our owned brand packaging by 20%.<sup>30</sup>**

## Milestone Goals

**By 2025, Target aims to offer two circular owned brands.**

**By 2025, Target intends to have 100% of our owned brand plastic packaging be recyclable, compostable or reusable.**

**Target intends to incorporate 20% post-consumer recycled content (PCR) in owned brand packaging.**

**By 2025, Target intends to take action to eliminate problematic plastics.**

For our environmental impact to be sustainable, it must be centered on circularity — by designing out waste, using more sustainable and/or durable materials and making reuse and recycling easier.

This principle guides Target team members, as we consider environmental sustainability when we design products, processes and properties.

## Promoting circular design

By designing our products and packaging to meet our guests' needs, and aiming to create products that are sustainable, circular and accessible, we are making great strides to realize our Target Forward vision of co-creating a regenerative and equitable future for all.

In fall 2023, Target plans to expand our partnership with [EON](#), a retail product cloud platform, to create unique Digital IDs for each Universal Thread denim product. Through this partnership, guests will be able to scan a QR code embedded into the product label to learn more about the manufacturing and sustainability elements associated with that product. In the future, this technology could facilitate resale and textile recycling by offering detailed product information with the scan of the QR code.

While we work towards our circularity ambitions, we are regularly equipping our teams with the latest information and tools around product and packaging design.

In 2020, Target launched our Circular Design Guide website as an internal training hub. The website provides guidance on our four circular design principles (material choice, durability, reparability and recyclability) and includes internal case studies, resources and examples from other companies in the industry. The site was refreshed with updated information in fall 2022.

## Owned brands designed for circularity

In our effort to drive progress on our circularity goals, Universal Thread and Everspring are our first two owned brands that will be designed for circularity by 2025. We have started a process to evaluate raw materials, manufacturing processes, chemical usage and design implications for circularity, while also creating circularity by 2025 playbooks for each product category within these brands. We are currently focused on developing circular capabilities in apparel, formulated products and durable household cleaning tools. As part of this work, we partnered with [Cascade Circular](#) to train the Universal Thread team on circular design principles and how to integrate those into the product development process.



The responsible design team has also developed a training series for design teams that addresses our public-facing commitments, with details on how to meet them and track progress. These self-directed trainings are available for all Target team members and new hires. We will continue to learn from these endeavors and incorporate insights into brands within our Apparel and Accessories and Beauty and Essentials businesses and across our other merchandise pyramids.

## Alternative materials and recyclable plastic packaging

Plastics remain a priority as part of our commitment to circularity, and our goals focus on reducing and eliminating virgin plastic material use.

Reducing our plastics use will require industry-wide collaboration to create change at scale. Materials innovation to reduce plastic waste, improvements to recycling infrastructure and access, and availability of affordable recycled content will all be instrumental in meeting our goals.

We continue to work toward our goal of reducing total volume of virgin plastic packaging by 20% in Food and Beverage and Essentials and Beauty businesses, measured against our total plastic packaging baseline in these categories in 2020. We work with our vendor partners to gather more complete data each year; our volume numbers also reflect sales growth in these businesses between 2020 and 2022. Our 2022 virgin plastic





## Product and Packaging Design    Waste Elimination and Reduction

packaging volume in 2022 for these businesses was 41,900 MT, an 8% increase<sup>31</sup> against a revised 2020 baseline of 38,800 MT.

One of the ways we are working to make progress against our plastic packaging goals is by exploring reuse and refill alternatives. This includes our commitment to explore at least five reuse programs to reduce or eliminate single-use plastics by 2025. In 2022, we launched two of these pilots, including concentrated cleaning products from our owned brand Everspring and a pilot in partnership with [Beyond the Bag](#) which invites guests in New Jersey to check out reusable bags from our stores and return them for fresh ones during their next visit. We also aim to increase the use of post-consumer recycled content (PCR) in our owned brand packaging to 20% by 2025, and, in 2022, increased our use of PCR to 15%, up from 6% in 2021.

In assessing and redesigning owned brand product packaging for circularity, our engineering team considers and prioritizes the following:

- Designing for recycling.
- Designing for refill and reuse.
- Eliminating problematic and unnecessary plastics.
- Increasing post-consumer recycled material (PCR).
- Reducing and eliminating packaging.

### Partnerships and collaborations

Target is involved in several groups that foster pre-competitive circularity programs and provide access to reports, insights and accelerator programs for innovators and start-ups, including: [Fashion for Good](#), [Global Fashion Agenda](#) and [Ellen MacArthur Foundation](#).

Target is participating in two [Fashion for Good \(FFG\)](#) projects that aim to reduce the impact of the fashion industry. [Sorting For Circularity USA](#) is a study led by FFG focused on identifying the feedstock potential and infrastructure requirements for textile waste circularity. [Dyestuff Library](#) is a consortium project that aims to develop a tool to identify and select sustainable dyestuff innovations based on specified performance and impact metrics and fabric constructions.

We are investing in [Accelerating Circularity U.S.](#) trials, which aim to incorporate post-consumer recycled textiles into new garments. By investing in Accelerating Circularity, we have been able to gain insights into the current gaps in the collection, sortation and preprocessing of textile waste and the innovation needed to spin recycled fibers into yarn. In 2023, we will be placing orders for bulk production aligned to the Accelerating Circularity U.S. trials, with an intention to launch in 2024.

On an annual basis, Target responds to questionnaires from CDP including CDP's Water Security questionnaire, which was recently updated to add questions about plastic packaging. We also submit the same plastic packaging data to the [U.S. Plastics Pact](#) as part of our membership in that organization.

Target is also a member of the [Roundtable on Sustainable Biomaterials](#) to increase our access to educational information on biomaterials.

### Guest and supplier engagement

Target has established several programs to help guests identify the availability of sustainable products within our assortment.

In March 2022, we launched Target Zero, a curated collection of products aiming to replace single-use packaging. Products and packaging marked with the Target Zero visual icon are designed to be refillable, reusable or compostable; concentrated; made from recycled content; or made from materials that reduce the use of virgin plastic. The collection includes over a thousand products from brands such as Burt's Bees, PLUS, Saltair, Pacifica, Grove Co., Target's owned brand Everspring and more.

In January 2023, Target partnered with [Lego](#) to launch an experience on Target.com that helps guests

learn and participate in [Lego's Replay program](#). Guests may use Lego Replay to return Lego bricks they are no longer using, and those items are then cleaned and donated to charitable organizations.

Target continues to drive innovative alternative solutions for the single-use retail bag as a founding member of the [Consortium to Reinvent the Retail Bag](#), managed by Closed Loop Partners. In 2022, the Consortium synthesized best practices from its Beyond the Bag Initiative to reduce single-use bags and offer guests a [reusable solution](#) when they forget their own bag. These collaborative efforts culminated in the Consortium releasing a playbook of [bag reduction solutions](#) and announcing [two pilots](#) launching in 2023 alongside other Consortium retailers.

To make recycling options clear for our guests, we continue to use the [How2Recycle](#) label on our owned brand packaging.

In December 2022, Target launched Target Certified Refurbished, a program that refurbishes items from Target's salvage stream<sup>32</sup> and brings them back into Target inventory online. Target Certified Refurbished offers guests a like-new experience with a brand name product that has gone through an extensive QA/QC process; and a minimum 6-month return policy. Target Certified Refurbished is in four initial product categories and will continue to expand.

## Circular economy

### Metric

	FY2022	FY2021	FY2020	Framework
Cumulative number of team members we trained on circular design since 2018	3,399	3,106	2,422	
Recycled polyester used to manufacture primary products (metric tonnes)	58,423 <sup>33</sup>	63,600	38,700	GRI 301-2
• Apparel and Accessories	44,396	41,700	23,100	
• Home and Hardlines	14,027	21,900	15,600	
Annual amount of waste recycled from car seat recycling program (million pounds)	7.3	7.7	3.3	GRI 301-3

<sup>31</sup> Previously reported numbers included significant extrapolation to fill in data gaps. Through investments in gathering data directly from our vendors, and across more categories, we are able to report more comprehensively and with much less data extrapolation.

<sup>32</sup> Target's salvage stream is made up of guest returns, defectives and marked-out-of-stock product. Specifically, in reference to the Target Certified Refurbished program, the salvage stream is made up of guest returns.

<sup>33</sup> The reduction in FY22 is attributed to a drop in sales and orders of related inventory. The reduction of recycled polyester was not replaced by virgin polyester.





# Waste Elimination and Reduction

**Target seeks to provide product options that both reduce waste and are affordable, and we recognize the need to address both rising costs and environmental impacts of waste throughout our value chain.**

## Signature Goal

By 2030, Target plans to achieve zero waste<sup>38</sup> to landfill in U.S. operations.

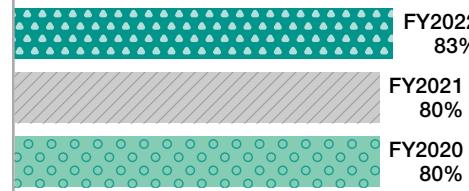
## Milestone Goal

By 2030, Target intends to divert 90% of waste from landfill through reuse, recycling, donation and reduction strategies.

As established by the [Zero Waste International Alliance](#), zero waste involves the conservation of all resources by means of responsible production, consumption, and reuse and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health. The threshold to be considered “zero waste,” which Target adheres to, is normally set at a minimum of 90% diversion rate.

As a step in achieving our overarching Zero Waste<sup>37</sup> goal, Target is working to have 50% of owned brand apparel, footwear, home and hardlines suppliers by spend achieve zero manufacturing waste to landfill (ZMWL) by 2025.

## Operational waste diverted from landfill



## Waste elimination and reduction strategies

We take several steps to maximize diversion of waste from landfill.

To increase the likelihood of recyclability, we optimize our waste reduction methods at the material level, evaluate them for efficacy and then standardize them for implementation across the broader Target enterprise.

We prioritize and focus our work on waste elimination and reduction based on weight, and we leverage waste audit insights to identify the most impactful diversion opportunities.

## Supplier partnerships

Our suppliers play an integral role in helping Target achieve our waste reduction, recycling and reuse program goals. This effort begins during the onboarding process of new suppliers and continues throughout our engagement with additional training to confirm Target's expectations are understood and met.

We leverage a broad network of suppliers to optimize the reuse, recycling, donation and composting streams to continue to increase diversion capabilities on an annual basis.

Through innovation and supplier partnerships, including our textile-to-textile recycling pilot project with [Circ](#), we are converting end-of-season, overstock and end-of-life textiles into new raw materials. These materials are subsequently reused to produce Target-branded t-shirts that team members wear during volunteer events. In April 2023, Circ delivered over three thousand t-shirts that were 100% sourced from reclaimed mixed materials, representing one of the largest commercial collections of its kind.

## Takeback programs to support recycling and reuse

For years, Target has implemented several procedures and processes to simplify the takeback (product return) process, while also making it more convenient for guests to participate in recycling.

Since 2016, we have held car seat trade-in events. Materials collected during these events

are reclaimed and used as inputs to create new products and generate circular materials. In addition to its positive environmental impact, the Car Seat Trade-In Program has created jobs, including roles for workers who disassemble the old car seats, and for others who are employed by metal vendors as part of the manufacturing process. Read more about our [Car Seat Trade-In Program](#).

## First official Zero Waste certified Target location

Target received the [TRUE Certification \(Zero Waste\)](#) for our Hawaii Flow Center in Mililani, Hawaii. This is Target's first building to be certified under the TRUE Zero Waste<sup>34</sup> certification program, which is dedicated to measuring, improving and recognizing zero waste performance.

To receive this certification, building management worked closely with Target headquarters to create and implement custom programs — such as animal feed and composting programs — train team members, consistently monitor program execution, conduct waste stream audits and track applicable recycling and reuse program volume.



Product and Packaging Design **Waste Elimination and Reduction****Eliminating food waste**

To further contribute to our Zero Waste<sup>35</sup> goal, Target plans to reduce operational food waste by 50% by 2025 from a 2017 baseline year. This is an important component of our program, as confirmed in our 2022 waste audits, which revealed that food presents the largest opportunity for waste diversion throughout our supply chain.

Our efforts to achieve this goal take many forms, including:

- **Improved food forecasting:** We have improved our forecasting and replenishment strategy, and enhanced reporting and processes, so that we don't hold more food than we think we will sell.
- **Recycling and composting:** Food that is not eligible to be donated can be recycled and composted or sent to anaerobic digestion. Organics recycling or composting programs are currently available at 1,513 of our facilities (across stores, headquarters and supply chain facilities). In 2022, we launched an additional 809 stores on an organic recycling program

with our partner Divert Inc. Divert Inc. has also supported our efforts by analyzing our waste stream and helping us innovate to reduce wasted food. Target is continuing to expand our composting program to additional stores to further divert food waste from landfill.

**Establishing a food waste footprint:**

With the support of our partner [Anthesis](#), we have established our food waste footprint and baseline year (2017), utilizing the World Resources Institute (WRI) Food Loss & Waste Protocol. We can now start to measure, track and address our food waste categories that are most waste intensive.

**Food donation programs:** Stores and supply chain facilities may donate surplus food that is eligible and safe-for-consumption to their local Feeding America member food bank. In 2022, we donated 124.5 million pounds of food, which is equivalent to 87.7 million meals. Additionally, in 2022, Target made a key policy change that provides flexibility in verifying that donation eligible food items are no longer destroyed.**Responsible disposal of waste**

Internally, in-store marketing is collaborating with waste minimization, store operations, store design and Target creative teams to develop a system of recycling symbols to be applied to signage and hardware to allow store teams to correctly direct materials for recapture at end of life. Target requires store team members to use Workbench, Target's internal communication and training site for store team members, to clarify recycling, reuse or donation processes. This reduces landfill and contamination of recycling.

Additionally, Target requires multiple outside, third-party certifications that provide assurances in regard to material handling, eliminating export of electronic waste and the security of data.

We manage all potentially hazardous and non-hazardous items throughout the entire chain through Target's Environmentally Sensitive Item Management (ESIM) program.<sup>36</sup> ESIM is important for keeping our team, guests and communities safe. The ESIM program is designed to meet Federal and State Hazardous Waste regulations and other environmentally sensitive materials requirements. We are making continued investments in waste audits to provide insights into where to prioritize future efforts.

<sup>35</sup> The conservation of all resources by means of responsible production, consumption, reuse and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health, as established by the Zero Waste International Alliance. The threshold to be considered "zero waste" is normally set at a minimum of 90% diversion rate.

<sup>36</sup> Target only has U.S.-based operations; therefore, our ESIM program is U.S. focused only.





## Product and Packaging Design Waste Elimination and Reduction

## Responsible disposal of waste

Metric	FY2022	FY2021	FY2020	Framework
Weight of operational waste generated (tons)				GRI 306-2
• Non-hazardous	1,314,390	1,111,107	1,008,746	
• Hazardous	2,184	2,459	1,534	
Percentage of waste diverted from landfill				
• Operational waste	83% <sup>37</sup>	80%	80%	
• Construction waste	59%	68%	N/A <sup>38</sup>	
Weight of material diverted from landfill (tons)				
• Operational material	1,093,066	900,100	808,860	
• Construction material	858	1,188	N/A <sup>38</sup>	
Weight of non-hazardous operational waste reused (tons)				GRI 306-2
• Plastic hangers	407,446	201,700	168,606	
• Donations	15,182	14,385	10,387	
• Salvage	62,334	60,243	53,720	
• Plastic, Chep, Wood Pallets	190,570 <sup>37</sup>	127,072	104,499	
• Plastic, Chep, Wood Pallets	139,359 <sup>39</sup>	N/A	N/A	
Weight of non-hazardous operational waste recycled (tons)				GRI 306-2
• Cardboard	675,827	690,694	633,945	
• Plastic bags and shrink wrap	616,488	633,056	573,633	
• Plastic, glass and aluminium cans and bottles	12,481	12,370	11,538	
• Electronics	3,975	3,771	4,673	
• Metal	8,670	11,259	9,706	
• Paper	8,314	10,099	13,552	
• Used cooking oil	5,721	1,793	2,794	
• Other	147	182	165	
• Other	20,028	18,164	17,884	
Weight of non-hazardous operational waste disposed of by:				GRI 306-2, SASB FB-FR-150a.1
• Composting (tons)	8,562	7,601	7,133	
• Recovery, including energy recovery (tons)	4	<1	<1	
• Incineration (mass burn) (tons)	354	130	272	
• Landfill (tons)	221,217	210,921	199,590	
Weight of non-hazardous operational waste disposed of by other means (tons)				GRI 306-2
• Material release and container recycling (i.e., helium)	968	21	332	
• Wastewater treatment	<1	0	0	
• Wastewater treatment	7	38	41	
Weight of hazardous operational waste disposed of by:				GRI 306-2
• Recycling (tons)	361	87	14	
• Recovery, including energy recovery (tons)	862	18	3	
• Incineration (mass burn) (tons)	421	1,753	1,512	
• Landfill (tons)	327	586	<1	
Weight of hazardous operational waste disposed of by other means (tons)				GRI 306-2
• Material release and container recycling (i.e., helium)	28	3	14 <sup>40</sup>	
• Wastewater treatment	<1	0	0	
• Wastewater treatment	183	10	3	
Weight of hazardous operational waste that was transported (tons)				GRI 306-2
Percentage of hazardous operational waste shipped internationally <sup>41</sup>	0	0	0	GRI 306-2
Number of Target locations with organics recycling	1,513	712	537	GRI 306-2
Number and volume of reportable spills	None	None	None	GRI 306-3

<sup>37</sup> Waste diverted from landfill was inflated due to larger than expected inventory positions in FY22.<sup>38</sup> In 2020, Target generated no construction waste due to project cancellations and a shift to special project work.<sup>39</sup> Reusable pallet data became available in 2022.<sup>40</sup> Hazardous operational waste 2020 figure has been restated from 3.0 as reported last year. This restatement is due to data consolidation error.<sup>41</sup> Target does not ship waste internationally.

# Resource Use

- 25 Environmental Impacts of Products
- 29 Water Use and Management
- 31 Chemicals
- 33 Biodiversity



Frameworks reported on:

**GRI** **SASB** **SDG**



# Environmental Impacts of Products

**The products we make and curate account for more than 44% of our value chain emissions, with a large part of this footprint driven by raw materials and packaging.**

This is why we are committed to maximizing our efforts to minimize the impacts of our products through increasing the use of environmentally preferred materials, eliminating waste and a responsible sourcing strategy.

## Signature Goals

**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.<sup>42</sup>**

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

## Milestone Goal

**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.**

Leveraging our size, scale and knowhow, we are updating our existing systems — and creating innovative new ones — to facilitate sustainable results across our operations and supply chain.

Driving our efforts for responsibly sourcing materials and commodities are these strategic approaches:

- Designing more of our products and packaging for a circular economy.
- Using lower impact materials in our products.
- Partnering to minimize environmental releases of fiber fragments and microplastics.
- Following internal and industry best practice standards prohibiting the use of chemicals guests may not want.

We are on a journey to better identify and assess the environmental impacts of our products — focusing on raw materials, while also working to gain a greater understanding of other impact areas within these materials' lifecycle.

We have assessed the environmental impacts at the source level for cotton, forest products, palm oil and seafood,<sup>43</sup> which has led us to develop our current policies and commitments around these four raw materials in our owned brands.

We are currently evaluating, in a similar fashion, other key raw materials: cocoa, soy, rubber and cattle. We recognize the need for a full view of how our owned brand products may create strain or benefits for the planet and people, and thus we are evaluating and developing better impact metrics across the product lifecycle.

We are in the process of defining and focusing our efforts to procure leading raw materials that are recycled, regenerative or sustainably sourced. Before setting our baseline, we are first exploring stakeholder partnerships to help define these leading materials and our goals surrounding them. We expect to report more on our progress towards this goal in future reports.

Target encourages environmental awareness by providing training and resources for our team members. We have internal processes in place and utilize various applications to track and comply with environmental obligations. We monitor and verify our environmental performance by conducting internal audits and engaging with internal and external stakeholders to assess compliance with environmental regulations that impact the business.

We continue to train team members across design and sourcing to make them aware of our policies and commitments, equip them to work with our suppliers on bringing them to life by asking all the right questions, and create long-term success in choosing sustainably sourced materials.

To mitigate the environmental and social impacts of our raw material sourcing with any one country or region, we also work to establish geographical diversification and resiliency of our sourcing regions.

## Audits and verifications

Our Responsible Sourcing and Sustainability audit program monitors the locations that produce our owned and exclusive brands, as well as those that produce national brand products for which Target is the importer of record. Environmental management indicators include possession of the appropriate permits and following the proper waste management methods, safe chemical usage and responsible wastewater stewardship practices in line with our [Standards of Vendor Engagement \(SOVE\)](#).

All factories in scope of the Higg Facilities Environmental Module (FEM) must complete the self-assessment on an annual basis. This includes all Tier 1 and Tier 2 factories producing Target owned brand products, as well as national brands where Target is the importer of record; however, this does not include factories regulated by the Food and Drug Administration (FDA) and the United States Department of Agriculture (USDA). Additional information on Target's participation in the Sustainable Apparel Coalition and the Higg Index can be found on our [Traceability & Transparency](#) page.

If any issues are found during verification by a third party, we tailor our response to the circumstances. Target believes in supporting vendors' incremental improvement in responsible sourcing performance, including helping business partners to identify the root causes of violations to reduce the potential for reoccurrence. Additionally, Target supports improvements through a variety of initiatives that build our vendors' capacity to manage and improve their own responsible sourcing programs.





## Environmental responsibility in the supply chain

Metric	FY2022	FY2021	FY2020	Framework
Percentage of supplier factories that have completed the Higg FEM self-assessment (or equivalent environmental data assessment)				SASB CG-AA-430a.2
• Tier 1 apparel factories	99%	98%	85%	
• Tier 2 fabric mills, packaging factories and trim factories	84%	90%	56%	
Average number of environmental issues per audit	<1	<1	<1	GRI 308-2
• China	<1	<1	<1	
• Southeast Asia	<1	<1	<1	
• The Americas	<1	<1	1	
• India, Bangladesh, Pakistan, Egypt and Turkey	<1	<1	<1	
• Other	<1	<1	<1	
Percentage of new suppliers screened using environmental criteria	100%	100%	100%	GRI 308-1

### Standards and certifications

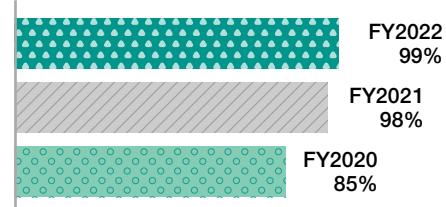
We leverage a variety of certifications for products depending on what is appropriate for the product category and best addresses the specific environmental issues linked to it.

Third-party standards help provide confidence in the practices used in our supply chain and help encourage positive change. For our owned brand products to claim alignment with a standard, our vendors must have the same certification for the raw materials sourced for the product. These certifications guide our sourcing decisions including where we procure our raw materials for our owned brands. Our suppliers utilize certifications including, but not limited to:

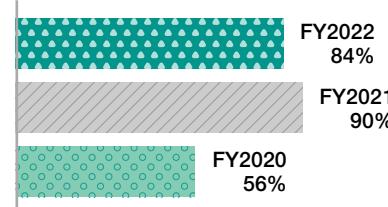
- [Forest Stewardship Council \(FSC\)](#)
- [Marine Stewardship Council \(MSC\)](#)
- [Aquaculture Stewardship Council \(ASC\)](#)
- [Best Aquaculture Practices \(BAP\)](#)
- [Roundtable on Sustainable Palm Oil \(RSPO\)](#)
- [Fair Trade USA](#)
- [Better Cotton Initiative](#)
- [OEKO-TEX®](#)

### Supplier factories that have completed the Higg Facility Environmental Module (FEM) self-assessment (or equivalent environmental data assessment)

#### Tier 1 (apparel factories)



#### Tier 2 (fabric mills, packaging factories and trim factories)





## Palm oil

In 2023, Target launched a refreshed [Palm Oil Sustainability Commitment](#), which requires owned brand Food and Beverage, Essentials and Beauty, and candles products suppliers to supply palm oil ingredients that comply with one of the following three RSPO trading models<sup>44</sup>: Mass Balance, Segregated or Identity Preserved. The update also includes new social and environmental expectations aligned to the [Accountability Framework](#), an aim to demonstrate that our vendors are not sourcing palm from land connected to deforestation or peatland development by 2025 and an ambition to increase the percentage of palm oil that is Segregated<sup>45</sup> or Identity Preserved.<sup>46</sup>

We have mapped the palm oil included in these owned brand products to mill, and all suppliers complete a traceability declaration document providing us with these details. We are incorporating palm oil volume and RSPO certification data tracking into Target's product specification system. Data is still being gathered and we will continue to report on our progress via Target.com.

## Forestry products

Target is committed to sourcing<sup>47</sup> wood-based products from well-managed forests to avoid contributing to deforestation<sup>48</sup> or forest degradation. Target works actively with our vendors, suppliers and other stakeholders to implement our policy by eliminating any unacceptable sources and progressively increasing the amount of responsible wood,<sup>49</sup> paper, paper-based packaging and wood-based fiber we source over time.

Our long-term intention is that all wood, paper, paper-based packaging and wood-based fiber used in products that we purchase and sell is sourced from well-managed forests that have been credibly certified and/or are from post-consumer recycled materials.<sup>50</sup> When certified or recycled materials are not available, Target works with our suppliers to confirm that they meet policy requirements.

For more information, read our [Forest Products Policy](#) and Target's [CDP Forests submission](#).

## Cotton

As part of our commitment to source cotton more sustainably for owned brand and exclusive national brand products, we nearly doubled the use of recycled cotton in our owned brand products this year, from 767 metric tons in 2021 to 1,131 metric tons in 2022.

Our intention is to achieve full visibility of where the cotton we use is grown, collaborating with farmers, brands, other retailers and organizations that share our commitment. We also intend to track and validate our progress.

To remain transparent about forest protection measures throughout our supply chain and owned brand product and packaging sourcing activities, we submit annual CDP Climate, Water and Forest Responses.

Read more about our [sourcing of natural resources](#), [social standards](#) in our supply chain and our work to limit the use of [conflict minerals](#) in our owned brand products.

**Target aims to use Roundtable on Sustainable Palm Oil (RSPO) physically certified palm oil, palm kernels and derivatives in relevant owned brand product categories and aims to trace palm oil to mill level by the end of 2022.**

- We engaged in traceability to mill work with vendors who supplied the largest volumes of palm oil in our products. We are still continuing to gather data on this goal and plan to report on our progress via Target.com throughout the remainder of the year.

**Target is committed to sourcing cotton more sustainably for our owned brand and exclusive national brand products by participating in programs designed to improve cotton growing practices and working conditions.**

- While we are making significant progress on our goal, we are facing data measurement limitations and will continue to provide progress updates in the future.

**Target is committed to rolling out implementation of our Forest Products Policy<sup>51</sup> to Threshold and Smith & Hawken brands by the end of 2022.**

- The availability and cost of third-party certified materials, especially with solid wood products, presented challenges that prevented us from meeting our 2022 deadline for these goals. The lessons we have learned as a result are informing our strategies going forward. As we move towards 2030, we are re-evaluating our approach to meeting our goals.

**Target is committed to sourcing all owned brand paper-based retail packaging from sustainably managed forests<sup>52</sup> by 2022.**

- We have made meaningful progress against this goal, with 90% of owned brand paper-based retail packaging sourced from sustainably managed forests, and we will continue to work to close the gap where possible. There are cases where manufacturers of our owned brand products are located in countries that do not have access to sustainable (FSC- or SFI- certified) fiber. We do not intend on shipping packaging to those countries as that will negatively impact our carbon footprint.

<sup>44</sup> We are no longer reporting against RSPO's "Book & Claim" trading model since it no longer meets certification requirements for Target's 2022 commitment. This was done to keep pace with external expectations of Target, setting new SBTi commitments, align with industry peers, support broader Target Forward goals and to stay ahead of regulatory/legal requirements.

<sup>45</sup> Sustainable palm oil from different certified sources is kept separate from ordinary palm oil throughout supply chain.

<sup>46</sup> Sustainable palm oil from a single identifiable certified source is kept separately from ordinary palm oil throughout supply chain.

<sup>47</sup> We have been reporting on progress towards our Forest Policy with a limited set of brands and will continue to do so for this year's report. Starting in 2024, we plan to extend the reporting to all owned brands.

We only report compliance as percentage of products that are third-party certified.

<sup>48</sup> While Target does not currently have a strict "No Deforestation" commitment, we will be exploring one in 2023 as part of an expected SBTi FLAG goal.

<sup>49</sup> Target does not currently have timber related traceability systems in place.

<sup>50</sup> Target does not currently have supply chain initiatives to address the impacts of timber and/or paper production.

<sup>51</sup> Target's Forest Products Policy can be found on our [website](#).

<sup>52</sup> Target utilizes credible independent third-party certifications to verify sustainable sourcing of forest products.





## Materials

Metric	FY2022	FY2021	FY2020	Framework
Food and Beverage <sup>53</sup>				
• Identity Preserved	3%	18%	1%	
• Segregated	15%	1%	16%	
• Mass Balance	79%	78%	79%	
Essentials and Beauty <sup>53</sup>				
• Identity Preserved	2%	0%	0%	
• Segregated	3%	0%	1%	
• Mass Balance	61%	94%	87%	
Candles <sup>53</sup>				
• Identity Preserved	0%	0%	0%	
• Segregated	0%	0%	0%	
• Mass Balance	100%	53%	70%	
Wood/Pulp <sup>54</sup>				SASB CG-AA-440a.4
• Percentage of owned brand paper-based packaging sourced from sustainably managed forests <sup>55</sup>	90%	86%	63%	
Percentage of SKUs <sup>56</sup> that conform to Target's forest product policy in:				
• Spritz	99%	99%	99%	
• Up&Up, Pillowfort and Cat & Jack	94%	92%	64%	
• Threshold and Smith & Hawken	47%	31%	24%	
Percentage of rayon meeting <a href="#">CanopyStyle</a> pledge	100%	100%	100%	
Palm oil				
• Amount of palm oil sourced (metric tonnes)	8,005	7,542	7,095	SASB CG-HP-430a.1
Percentage of sourced palm oil certified through RSPO supply chains <sup>53</sup>				SASB CG-HP-430a.1
• Identity Preserved	4%	10%	1%	SASB CG-HP-430a.2
• Segregated	1%	1%	7%	
• Mass Balance	88%	72%	82%	
Percentage of palm oil volume traced to:				
• Importer	100%	87%	81%	
• Mill	N/A <sup>57</sup>	75%	N/A <sup>58</sup>	
Cotton				
Cotton from sustainable cotton standards (metric tonnes)				SASB CG-AA-440a.2
• Better Cotton Initiative (BCI)	137,999	167,425	109,131	
• Cotton LEADS	31,715	11,125	3,805	
• Recycled	1,131	767	N/A	
• Organic	1,565	3,312	N/A	
Coffee				
• Percentage of SKUs <sup>56</sup> of Good & Gather coffee in bags and pods certified by Fair Trade USA	100%	100%	100%	SASB CG-AA-440a.4
Seafood				SASB CG-AA-440a.4
Percentage by weight of seafood meeting our Sustainable Seafood Policy <sup>59</sup>				
• Fresh and frozen	100%	100%	100%	
• Owned brand shelf stable tuna	100%	70%	31%	

<sup>53</sup> We are no longer reporting against RSPO's "Book & Claim" trading model since it no longer meets certification requirements for Target's 2022 commitment. This was done to keep pace with external expectations of Target, setting new SBTi commitments, align with industry peers, support broader Target Forward goals and to stay ahead of regulatory/legal requirements.

<sup>54</sup> Target does not currently trace timber to the origin.

<sup>55</sup> We utilize credible, independent third-party certifications to source forest products sustainably.

<sup>56</sup> Stock keeping unit.

<sup>57</sup> Value not available at the time of report publication. We will continue to report on the progress of this goal via Target.com throughout the remainder of the year.

<sup>58</sup> Palm oil traceability measurement began in FY21.

<sup>59</sup> Target works with vendors to trace all seafood items (owned brands and national brands) back to the fishery level, but not all the way to vessel level in the case of wild-caught species.





# Water Use and Management

**Our dependence on freshwater ecosystems is vast and spans across our value chain and the communities in which we operate and live.**

In 2022, several water crises impacted regions where we operate in our value chain around the world. Because water has an undeniable link to climate, some of the water crises have arisen from unexpected weather events where drought and floods have impacted workers, communities and operations.

In our value chain, our key challenges in combating water crises are aging, underfunded infrastructure; creation and use of water-intensive products; an increase in water requirements and pressures; and a lack of innovation and awareness.

With the intent to move toward a water secure future, we follow our 2018 established freshwater principles to continue our current work and to inform our future work across our value chain. Our primary guiding principles include improving water quality, optimizing water efficiency and increasing access to clean water.

Our path to restoring natural systems includes replenishing and repairing the watersheds in which we operate, which is why we are leveraging research to better mobilize action in priority watersheds, where water risks and stress are at critical levels.

Through a partnership with Anthesis, we conducted a high-level water materiality assessment to inform our next steps. In our direct operations, we are prioritizing work that will lessen the strain on water systems in western states and water quality in the Northeast. In our supply chain, we are prioritizing the creation of new work and supporting ongoing work in Food and

Beverages, Essentials and Beauty, Home, and Apparel and Accessories. And with our guests and our communities, we are participating in activities, such as those [beyond the fence line](#) and through [California Water Action Collaborative \(CWAC\)](#), that promote our desire to have a water secure world.

Read more about our water management approach on our [website](#) and in our [CDP Water response](#).

## Identifying and managing water risks

We continue to refine processes to identify, prepare for, respond to and recover from water emergencies, such as floods, treatment inundation, boil water emergencies and extreme weather. Meanwhile, we are also growing our risk team's capability to understand how water shapes our operations in the long term.

## Our operations

Our operations, including our stores, supply chain facilities and headquarter offices depend on a steady source of water for operational use.

We track each location's relative water stress through [WRI's Water Risk Aqueduct](#) annually. Through this program, we have learned that the number of locations that fall into this category are on the rise. In 2022, we found that 560 stores, supply chain facilities and headquarter office locations fall under WRI's definition of High or Extremely High Baseline Water Stress.

Target continues to explore and implement opportunities to optimize water efficiency, reduce water scarcity, manage stormwater flows and runoff and maintain stormwater infrastructure, improve monitoring and increase investment in new technology.

We do this by:

- Investing in smart irrigation controllers.
- Implementing water treatment upgrades and replacements.
- Repairing and replacing assets, including backflow replacements.
- Replacing boosting pumps and water mains.
- Making improvements to stormwater infrastructure.

We respond to stormwater water quality risk at approximately 800 self-maintained store locations and 40+ distribution locations. We aim to regularly improve our infrastructure and the maintenance practices around it.

## Supply chain

Target's supply chain constitutes 99.9% of Target's overall water use, primarily for Food and Beverage, Essentials and Home Goods. Our supply chain facilities and production depend on sufficient amounts of good quality freshwater available for use.

Within our network of supply chains across the globe, we rely on numerous watersheds in order to conduct operations and provide products for our guests. Water is essential throughout our value chain, including in the growth of leading materials such as cotton and timber, and to produce numerous products.

## Raw materials

We recognize that our agricultural practices must promote responsible water use and stewardship. For instance, we invest in [Better Cotton](#), which trains farmers to use water efficiently, care for soil health and natural habitats, reduce use of the most harmful chemicals and respect workers' rights and well-being. In 2022, an estimated 91 billion liters of water were saved thanks to our participation in Better Cotton.

Read more about [our cotton commitment](#) and transition to regenerative agriculture methods, which will help to optimize water efficiency within [our supply chain](#).

## Factory-level

Target requires all of our Tier 1 factories that produce owned brand products and Tier 2 factories to complete the Higg FEM self-assessment annually.<sup>60</sup> We use the assessment to run annual hotspot analyses to determine which regions and supplier factories need to be prioritized for our water efficiency programs.

We also have an ongoing partnership with Aii's [Clean by Design](#) program that works with home and apparel textile factories to implement better water efficiency techniques. Since 2013, we have used waterless dyeing in a growing number of owned brand fabrics for garment-washed apparel.

While we are using water more efficiently, we also take steps to maintain the quality of water used in producing safe products. We have partnered with the Zero Discharge of Hazardous Chemicals (ZDHC) to set higher standards for factory wastewater discharge and reduce the presence of harmful chemicals in the manufacturing process for owned brand textiles. To learn more about this work, please visit [Chemicals](#).

## Product-level

Target Zero has a "Waterless or Concentrated" category comprised of more than 60 products. By actively supporting the availability of products that are less water-intensive, we are giving guests more options and helping them to make informed product decisions.

In 2022, Target was 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 throughout the product life cycle. We have also supported OceanWise's microplastics research by funding projects through the [Outdoor Industry Association \(OIA\)](#).

#### Beyond the fence line

We define "beyond the fence line" as water-related investments that are outside of our immediate operations, both domestically and abroad, but that are within the realm of our impact and influence.

As we evaluate and invest in new water-related partnerships, we are relying on our existing partnership with [California Water Action Collaborative \(CWAC\)](#) to help inform our efforts. Read more about [our partnership](#) with CWAC.

#### Water use

Metric	FY2022	FY2021	FY2020	Framework
Manufacturing				
Percentage of SKUs of garment-washed owned brand apparel utilizing water-saving design principles	89%	56%	52%	SASB CG-AA-430a.1
• Demin	98%	84%	95%	
• Non-denim	52%	40%	53%	
Direct operations				
Total water withdrawn (ML)	11,229	11,399	10,571	GRI 303-3 SASB CG-AA-430a.1(1)
Percentage from municipal water utilities	>99%	>99%	>99%	SASB CG-AA-430a.1(1)
Percentage from water-stressed areas	37%	37%	37%	SASB CG-AA-430a.1(1)
Percentage change in water withdrawal since 2010	-12.6%	-11%	-17%	



# Chemicals

**Target works to drive transparency, proactive chemical management and innovation across our owned and national brand consumer products and operations. Our approach varies based on the needs of the product category or part of our business.**

## Chemical use, management and innovation

In 2017, Target launched our comprehensive [Chemicals Policy](#), followed by a Target Priority Chemical List (TPCL) created in 2021. This list is built into business processes to incentivize the design of products that are better for our guests and their families. The full TPCL is posted publicly on our [Chemical Policy webpage](#) and [Target Clean](#) landing page. We encourage all supply chain partners<sup>61</sup> to pursue paths toward full material disclosure to consumers and support those who are actively going above and beyond the current transparency regulations.

The policy encompasses owned and national brand products we sell, as well as products used in our operations, such as cleaning supplies in stores. In 2022, we initiated supplemental Chemical Policy training for owned brand team members.

In 2019, we launched our Target Clean program to increase transparency with our guests around chemical use and management in categories such as Beauty, Cleaning, Personal Care and

Baby products. Items with the Target Clean icon are formulated without ingredients guests may not want in the product category.<sup>62</sup> In 2022, we expanded our Target Clean program to include four new categories: Insecticides, Car Seats, Over-The-Counter Medicines and Supplements. This provides our guests with more product options made without certain chemicals.

Target continues to participate in the [Chemical Footprint Project](#) survey annually and is working on our footprint calculation<sup>63</sup> this year.

Target also offers numerous products within its assortment that carry third-party certification with respect to sustainability. One of many examples is [Standard 100](#) by [OEKO-TEX](#), which verifies that products have been tested for harmful substances against a list of up to 1,000 chemicals.

### Textiles

We have set goals to remove two categories of chemicals from owned brands and national brand exclusive textile products.

In 2022, we saw increased legislation at the state level around PFAS. Our government affairs team has partnered with these legislative bodies to confirm alignment and to pass on our learnings in removing PFAS.

For textiles, we restrict chemicals at a product level using a restricted substances list (RSL)

### By 2022, Target plans to remove added perfluorinated chemicals (PFCs) from owned brand and national brand exclusive products.

- We continue to make progress on our goal to remove added PFCs from owned brand textiles product. While we did not achieve the goal, we are moving forward with lessons learned to inform our strategy, and we will continue work on this goal in 2023, as part of our broader PFAS goal for 2025. We initially prioritized items that affect vulnerable populations and touch the skin, and we have achieved our goal of removing PFCs from many footwear and soft home products, building off our previous work of removing PFCs in apparel categories.

### By 2022, Target plans to improve textile products by removing added flame retardants that are potential carcinogens or pose harm to guests, workers or communities.

- Target achieved our 2022 goal of removing added flame retardants that are potential carcinogens or pose harm to guests, workers or communities from owned brand products, and we will continue to monitor all new and pending legislation for ongoing compliance. The approach we took to meet this goal and further information on how the flame retardants meet these requirements can be found publicly on our [corporate website](#).

### By 2025, Target intends to remove intentionally added perfluorinated alkyl substances (PFAS) from owned brand products, including but not limited to textiles, formulated products, cosmetics, beauty and cookware items.

### By 2025, Target plans to comply with the Zero Discharge of Hazardous Chemicals' (ZDHC) progressive level wastewater standard,<sup>64</sup> in regards to all owned brand apparel textile factories.

<sup>61</sup> Given our role as a retailer and that we source all materials used in our owned brand products from third-party suppliers, Target does not manufacture any chemicals.

<sup>62</sup> In January 2023, we updated the standards of our Target Clean program to align with our new TPCL.

<sup>63</sup> The strongest data we are able to quantify is in Formulated Products, such as in our beauty and cleaning categories, for which we have disclosure of ingredient identities. As of now, we do not have measurement in place for non-formulated products, such as textiles.

<sup>64</sup> The ZDHC wastewater standards are in two parts: conventional requirements and ZDHC MRSL. The conventional parameters relate to metrics that tie to basic water quality, such as acidity and the amount of oxygen available in the water (key to support aquatic life). The conventional parameters include three levels: foundational, progressive and aspirational. At least 22% of our facilities meet the foundational requirements and at least 7% meet the progressive standard.



and the Manufacturing Restricted Substances List (MRSList) from Zero Discharge of Hazardous Chemicals (ZDHC).<sup>65</sup> Target requires owned brand vendors to test for the presence of these chemicals. If these chemicals are identified in the tested samples, Target does not accept the product from vendor.

Our RSL applies to all owned brand products for Target and includes the following product and facility types for products manufactured on or after January 2020:

- Clothing (all garment/textile products, including trims).
- Non-clothing (furniture, bedding, footwear, umbrellas, etc.), textile only.

Our MRSList applies to owned brand textile supply chains only and doesn't include trims.

- **Categories:** Clothing, accessories, footwear, bedding, bath and kitchen textiles.
- **Factory:** Dyeing/finishing forward.

In 2022, we started implementing the ZDHC MRSList for footwear and handbags and are working with our suppliers to meet these requirements.

Following ZDHC's recent update<sup>66</sup> to its MRSList candidate list, we began making progress to eliminate the use of potassium permanganate (PP)<sup>67</sup> from owned brand denim, setting a goal for ourselves to do so by 2025. To date, we have removed the use of PP for all new development of our Universal Thread Brand in 2023 and will continue to make further progress on removing PP across owned brand denim going forward.

As Target looks to evolve our business model to leverage pre- and post-consumer waste in textile production, we have partnered with suppliers and internal teams to encourage them to use the standards we leveraged for virgin products (MRSList/RSL) elsewhere in order to achieve a more circular supply chain.

### Formulated essentials

For formulated products, we have made strides in improving Beauty, Baby, Personal Care and Cleaning categories.

As of January 2023, all formulated products that are part of the Target Clean program have been verified to be free of all chemicals on the TPCL. This means that Target Clean products are formulated without select chemicals of concern in the following chemical groups: phthalates, propyl- & butyl-parabens, formaldehyde donors, musks, nonylphenol ethoxylates, ethanolamines, glycol ethers, siloxanes and perfluorinated substances (PFAS).

As of year-end 2022, we have more than 4,500 formulated items qualifying for Target Clean.

### Innovation in green chemistry

Target and the Target Foundation serve nonprofit organizations, educational institutions and public agencies advancing innovation across the chemicals value chain. Target philanthropically supports green chemistry research and implementation in four priority areas: awareness, transparency, chemical assessment and safer alternatives. Since 2017, Target has invested \$5 million in green chemistry innovation.

We also participate in industrywide collaborations, including the [Change Chemistry](#) and its [Retail Leadership Council](#), through which we discuss implementation in an effort to drive transparency around the chemicals used in consumer products.

<sup>66</sup> ZDHC released an updated version of its MRSList, Version 3.0, in 2022. MRSList 3.0 included additions to the group's candidate list and the MRSList itself. The ZDHC candidate list signals to the industry chemistries ZDHC are going to potentially restrict in future versions, i.e., 4.0. ZDHC added potassium permanganate (PP) to the candidate list and expects compliance with MRSList 3.0 for products manufactured after June 1, 2024.

<sup>67</sup> Potassium permanganate (PP) is a common bleaching agent typically sprayed on denim during manufacturing. PP spray has been shown to have human health impacts, especially for workers.





# Biodiversity

**As we assess the biodiversity impacts of the raw materials we source for our products, set new biodiversity goals and embark on related initiatives, we are evaluating the effectiveness of our current programs and partnerships.**

## Raw materials

We are doing our part to break the cycle at the raw materials level by implementing commodity-based policies that place sustainable practices at the forefront of the way we operate. For more information on our current policies in palm oil, forest products, cotton, seafood and plastic, visit our [Responsible Resource Use webpage](#).

Outside of specific commodities policies and commitments, our soil health and sustainable cotton goals and our blanket pollinator policy also encourage biodiversity-friendly means of operating. Our goal to comply with the Zero Discharge of Hazardous Chemicals' (ZDHC) progressive level wastewater standard promotes the preservation of our freshwater and oceanic forms of biodiversity. For more information, see [Water Use and Management](#).

## Current partnerships

Partner	Program
Arvind	Funding a program with our apparel supplier to help 500 cotton farmers in India adopt organic and regenerative farming practices over the next five years.
BCI Farmers	Helping train farmers to use water efficiently, reduce their use of harmful chemicals and commit 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, and accountability throughout the supply chain.
Earthworm Foundation	Partnering on our palm oil sustainability work, including our aspiration of traceability to the mill level in our palm oil supply chain.
Field to Market: The Alliance for Sustainable Agriculture	Supporting continuous improvement in U.S. commodity agriculture as an Associate Member and a partner on a Continuous Improvement Accelerator Project.
FishWise	Partnering to monitor and continually improve the environmental sustainability, traceability and social impacts of farmed and wild-caught seafood.
GreenBlue and its Sustainable Packaging Coalition	Developing a guide to verify responsible sourcing.
The Nature Conservancy	Working as an implementation partner on initiatives to improve soil health and water stewardship.
U.S. Roundtable for Sustainable Beef (USRSB)	Representing the retail sector on the Board of the USRSB and working towards goals, announced in April 2022, to make the U.S. beef industry more sustainable.

Biodiversity impacts don't stop at the raw materials and factory-level. The products that we design, produce and later purchase also have a role to play in protecting biodiversity. That is why we are working with a variety of initiatives and partners to help co-create a [circular economy](#).

## Regenerative agriculture

We recognize the critical interconnections between climate and nature. Target is continuing to invest in regenerative agriculture and explore the best ways to integrate nature-based solutions into our strategy and action matrix.

Because of the importance of soil carbon, Target is engaged alongside other major companies in the [Nebraska Soil Carbon Project](#), a five-year, \$8.5 million initiative to support Nebraska farmers in advancing soil health techniques.

Target is also collaborating with [MBOLD](#), [The Nature Conservancy](#) and Hormel Foods on a \$1.7 million project to encourage Minnesota farmers to adopt regenerative farming practices.

Other projects Target is currently supporting:

- Partnering with Hershey's and United Sugar on a project for sugar beet growers in the Red River Valley, giving them cost share funding to allow farmers to transition to conservation practices such as no till and cover cropping.
- [Midwest Climate-Smart Commodity Program](#), focused on providing direct financial incentives for farmers across 12 midwestern states to implement climate-smart practices on farms.
- [The U.S. Cotton Trust Protocol's Climate Smart Commodities Projects](#), working to build markets for climate-smart cotton and provide technical and financial assistance to over 1,000 U.S. cotton farmers, including underserved cotton producers and advance adoption of climate-smart practices.
- [Transforming the Farmer-to-Consumer Supply Chain with Climate Smart Agriculture Partnerships](#), working toward creating end-to-end supply chain partnerships to optimize the value of climate-smart commodities, focusing on dairy feedstock, and including a manure management component.

**By 2025, Target plans to reduce operational food waste by 50% across our stores, distribution centers and headquarters, which is in alignment with the Global Biodiversity Framework's goal to halve food waste by 2030.<sup>68</sup>**

**By 2025, Target intends to leverage soil health practices to improve at least 1 million acres of land.**

## Partnerships, initiatives and policies

We actively participate in biodiversity partnerships, initiatives and disclosures, and we continue to build partnerships and collaborate with other organizations.

In 2022, Target became a member of the [Capitals Coalition](#), through which we are investing in natural capital management. Our Impact Profit & Loss investments are building key partnerships, insights and action items to expand our holistic management of total impact starting with our owned brands.

The table below shows our current collaborations that are closely related to biodiversity.



# Supporting Our Team Members

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Frameworks reported on:

[GRI](#) [SASB](#) [SDG](#)



# Human Capital Management

We are stronger thanks to our team members' talent, energy, resilience and commitment to delivering on our purpose — helping all families discover the joy of everyday life.

Our team members are at the center of our culture, strategy and success and help us meet the evolving needs of our guests and business year after year. We invest in our team members by giving them opportunities to grow professionally, take care of themselves, each other and their families. We are committed to fostering an engaged, diverse and purpose-driven culture for our team members — extending the same joy we aim to provide for our guests.

Target is also committed to fair labor practices that work for and support all team members. By executing our [human capital management](#) strategy, we aim to foster an engaged, diverse, inclusive, safe, purpose-driven culture where team members have equitable opportunities for growth and advancement. Our [Board of Directors](#) also plays a role in overseeing human capital management matters.

## Employment and labor practices

Metric	FY2022	FY2021	FY2020	Framework
Number of team members (as of fiscal year-end)	440,000 <sup>69</sup>	450,000	409,000	GRI 102-8
Percentage of active workforce under collective bargaining agreements	0%	0%	0%	SASB FB-FR-310a.2
Percentage of total employees who received a regular performance and career development review	100%	100%	100%	GRI 404-3





# Compensation, Benefits and Well-Being

**Our pay and benefits are fair, equitable and competitive. We believe all team members should be paid equitably – regardless of gender, race, ethnicity or other characteristics.**

## Signature Goal

Target aims to create equity through benefit access and affordability to enhance total well-being.

## Milestone Goal

Target aims to empower team members to create the employment experience of their choice through personalized scheduling.

## Compensation

Target has played a leadership role in advancing equitable pay and benefits.

Target announced in 2017 that we would raise starting wages to \$15 per hour, an industry-leading milestone we achieved nearly three years ago. In 2022, we announced a new starting wage range of \$15 to \$24, depending on the job and the local market, to competitively position Target in every market where we operate.

In 2022, we again measured whether team members were being paid the same for doing the same or similar work. Our analysis compared those team members who are in the same or similar role, location or are otherwise comparable. These pay equity analyses showed that, domestically, women were paid 100% of the pay for men, and Black communities, Indigenous

communities and other communities of color (BIPOC) team members were paid 100% of the pay for white team members. Our audit process follows leading industry standards, and we have worked with experts in statistics and employment law to design and manage it.

We also analyzed median pay. Our median pay analyses were unadjusted, meaning they did not take into account whether the team members being compared are in the same or similar role, location or are otherwise comparable. While the numbers will fluctuate, those analyses show that, globally, women are paid 98% of the median pay for men. We aim to maintain a small range within ~100%.

To maintain equity, we train recruiters and leaders and provide tools to reduce the risk of bias influencing decisions about starting salaries and annual pay increases. We also prohibit questions about prior salary in most hiring situations, inform each team member of their pay range and regularly conduct pay audits.

## Employee well-being

We offer all our part-time, full-time and salaried team members competitive benefits packages. Beginning in 2022, Target made benefits more accessible to our team members by lowering the requirements for benefits eligibility. We reduced the minimum average hours requirement from 30 hours to 25 hours per week and reduced the waiting period for new team members to become benefits eligible, which made 20% of team members newly eligible for comprehensive healthcare benefits. Team members also gained faster access to our 401(k) plan.

## Compensation

Metric	FY2022	FY2021	FY2020	Framework
Starting hourly wage range (USD) <sup>70</sup>	\$15.00 - \$24.00	\$15.00	\$15.00	SASB CG-MR-310a.1
Average hourly wage of store and supply chain facility team members (not including overtime) (USD)	\$17.64	\$16.97	\$16.06	
Percentage of store and supply chain facility team members earning locally applicable minimum wage <sup>71</sup>	0%	2.2%	5.6%	

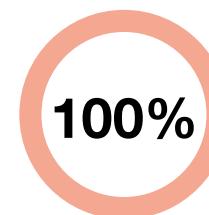
We provided additional and extensive resources that make it easier for team members to navigate and understand what's available to them in support of their physical and mental health, family needs and financial well-being.

One of our key priorities is to differentiate our offerings with a focus on affordability. In doing so, we will increase support for our team members on their paths to financial stability and success. In addition to maintaining the quality of our healthcare plans, we will use internal and external insights to drive our well-being strategy forward, comprehensively considering mental, physical and financial well-being.

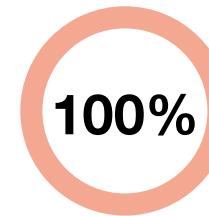
In addition to competitive benefits packages, our ability to offer a variety of schedules is a key factor in attracting team members. Team members are scheduled within their availability

## Pay equity (U.S.)

### Gender pay equity (adjusted)



### Race/color pay equity (adjusted)




**Human Capital Management**   **Compensation, Benefits and Well-Being**   **Workplace Health and Safety**   **Talent and Development**   **Diversity, Equity and Inclusion**   **Board and Workplace Diversity**

with no more than five days per week unless they request extra hours or additional shifts, and team members can swap and volunteer to pick up extra shifts at their location as they wish. We offer team members the opportunity to learn and work different jobs, as well as reduced or condensed work weeks to accommodate requests for more flexible working schedules.

For our retail stores, we do not do on-call scheduling and each shift is a minimum of four hours with team members provided 10 hours between shifts.

### Physical health

Starting in 2022, most Target medical plans now offer virtual physical therapy at no cost, as well as enhanced fertility benefits, doula reimbursement and acupuncture coverage.

Additionally, all team members have free access to several other benefits programs, including:

- A virtual healthcare benefit for team members to text with a doctor, allowing them to get the care they need with no cost and no barrier to access. Not only can doctors support physical health questions, they can prescribe medications (in all states allowed) and support

mental health needs as well.

- A fitness and well-being platform including 4,000 expert-led, on-demand videos to help team members meet their fitness, nutrition, meditation and financial well-being goals.
- A drug discount program that can help team members save on generic and brand-name medications at more than 60,000 participating pharmacies nationwide.
- A clinically proven tobacco cessation program for team members 18 and over that can be tailored for all forms of tobacco use.

### Mental well-being

Team members' mental well-being is a top priority for Target, and it's an issue that has taken on even greater importance in recent years. With individuals facing the collective trauma of the COVID-19 pandemic, economic turbulence and societal factors, we have taken additional steps to provide team members — and members of their households — access to the care they need.

Our employee assistance program, Team Member Life Resources, provides confidential, 24/7 access to licensed clinicians — free of charge. We support not only our team members, but their household communities as well — with access to support,

counseling sessions and resources available to anyone in their household. We also offer access to self-paced programs — at no cost — to help team members address concerns such as anxiety, sleep and substance misuse. Additionally, we provide free on-site support for team members who live in high-need communities to help them navigate community programs such as housing, food security and transportation.

In 2022, we provided all Target leaders with on-demand mental health training. Also, we continued to focus on crisis needs by providing on-site mental health and relief support for team members impacted by crisis, such as those affected during [Hurricane Ian](#).

We want team members to feel confident they can access the care they need by removing cost and access barriers to treatment. A full list of our health promotion services and programs can be viewed on [our website](#).

Also, team members receive an additional 20% wellness discount on select fitness and wellness products at Target — such as fruits and vegetables, athletic apparel and tobacco

cessation products; all stackable with our regular 10% team member discount, plus Target Circle and Target RedCard offerings.

All benefits available for full-time employees can be viewed on our [Employee Benefits page](#).

### Education

Target offers our team members one of the most comprehensive tuition-free education assistance programs available in the retail industry.

Created in 2021, [Dream to Be](#) enables U.S.-based part-time and full-time team members to pursue undergraduate and associate degrees, certificates and bootcamp programs with tuition-free program options. Our estimated \$200 million investment in Dream to Be, over its first four years, is helping team members increase their skills and build their careers.

In 2022, Dream to Be expanded to include more than 250 business-aligned programs from more than 40 schools, colleges and universities in the tuition-free portion of the benefit. In addition to tuition, Target reimburses for expenses such as course fees and textbooks.

## Benefits

### Metric

	FY2022	FY2021	FY2020	Framework
Number of team members eligible for a 401(k)	379,127	270,453	258,983	GRI 401-2
Number of team members participating in our 401(k) plan	147,413	129,458	122,903	
Number of team members receiving full employer match in a 401(k)	131,307	117,034	103,000	
Average team member percentage contribution to 401(k)s (for those who contribute, not including the 5% company match)	7%	7%	6%	
Number of team members enrolled in tuition-free education assistance	7,066 <sup>72</sup>	2,611	N/A <sup>73</sup>	
Number of team members receiving tuition reimbursement	1,599	2,142	1,783	
Number of people using Team Member Life Resources (TMLR)	26,057	29,833	N/A	
Number of people using TMLR and Onsite Life Resources	N/A <sup>74</sup>	N/A <sup>74</sup>	111,583	
Number of team members enrolled in Target Credit Union	24,057	20,111	20,328	
Amount saved by team members using our wellness discount (USD)	\$12.7 million	\$11.3 million	\$11.5 million	

<sup>72</sup> Total number of team members actively enrolled in tuition-free fully-funded and partially-funded capped education assistance programs as of January 28, 2023.

<sup>73</sup> Tuition-free student education assistance program established in 2021.

<sup>74</sup> Due to a change in vendor support, TMLR utilization numbers are calculated differently as of 2021, and include only Employee Assistance Program utilization.



**Human Capital Management** Compensation, Benefits and Well-Being Workplace Health and Safety Talent and Development Diversity, Equity and Inclusion Board and Workplace Diversity

To date, more than 25,000 team members nationally have an approved Dream to Be application and those who have enrolled are working to complete a wide range of courses and programs. We're seeing Dream to Be help team members further their career or pursue new career paths within Target. As one example, a group of non-exempt<sup>75</sup> team members who completed coding and web development programs through Dream to Be earned spots in Emerging Engineers, Target's year-long training program that provides onboarding and ongoing classroom instruction for newly minted engineers. Upon completion, engineers are equipped with a strong foundation to continue in their full-time engineering roles.

Additionally, in 2022 Target began to certify certain team member training programs as part of the Credit for Training initiative. This allows team members to earn and apply college credit at select universities simply for completing training at Target.

**Financial security**

We offer several resources to team members to support their financial security. For example, we offer a pay advance app that allows team members to request their earned but unpaid

wages instantly (for a small fee) or the next day (for free), while also providing tools to help with budgeting and savings. We also offer credit union membership, a 401(k) plan with matching contributions of up to 5% of eligible earnings, a 10% discount on merchandise, an additional 20% discount on wellness items (on top of 5% for using a RedCard) and access to the [Team Member Giving Fund](#).

**Family support**

We offer paid family leave after one year of service to birthing team members, partners/spouses of birthing team members, team members who are adding to their family via adoption, surrogacy or fostering, and team members caring for an immediate family member with a serious health condition. The four weeks of paid time supplements other leave and time off that may be available to our team members through our benefits. Our paid family leave policy provides job-protected leave for eligible part-time, full-time and salaried team members.

Team members can receive reimbursement up to \$10,000 for adoption (per child) or surrogacy fees (per attempt). We also offer a free backup care benefit that includes an industry-leading 20 uses per year for in-center childcare or in-home child or

**Team member experience**

Metric	FY2022	FY2021	FY2020	Framework
Employee engagement as a percentage <sup>76</sup>	71%	77%	N/A <sup>77</sup>	<b>SASB</b> CG-EC-330a.1

elder care.

**Listening to our team**

We conduct annual and periodic pulse surveys, focus groups and value studies to gather team member feedback and insights to gauge if we are meeting the diverse needs of our team members across different career and life stages.

The ways in which we assess talent during hiring, develop our team members throughout their Target journey and review performance are all rooted in Target's values. We seek to hire, develop and accelerate talent that champions our values of inclusivity, connection and drive.

Our multi-channel listening program utilizes an annual census survey, an "always on" weekly survey and topical surveys to better understand key priorities. The program also includes an annual experience measurement survey to

better understand the team member journey. Our TeamVoice Annual survey measures engagement by looking at our six key drivers: Appreciation, Growth, Inclusion, Empowerment, Ethics and Strategy. We use the results from this survey to understand the perspectives and experiences of our team members and to drive leader decision making at all levels of the organization. These efforts, coupled with our Great Place to Work partnership, help keep our team members at the center of all we do.

Learn more about [careers at Target](#) online.



<sup>75</sup> Target's definition of non-exempt team members refers to those paid hourly and not exempt from being paid overtime if they work more than 40 per week. Exempt team members are salaried and exempt from overtime.

<sup>76</sup> Employee engagement is an average of favorable responses to five survey questions about pride, satisfaction, inspiration, recommendation and intent to stay.

<sup>77</sup> We did not perform an annual TeamVoice Listening program survey in 2020.



# Workplace Health and Safety

**In support of our commitment to keeping our team and guests safe, Target prioritizes the prevention of guest and team member incidents, injuries and illnesses, and compliance with all relevant safety and health standards and regulations.**

To meet our commitment, we treat the health and safety of team members, guests, communities and all those we support as paramount.

Our Vice President of Risk Management Finance oversees our health and safety processes and directly reports to the Chief Financial Officer. Target has processes in place that seek to mitigate risk and maintain compliance. Our Audit & Risk Committee meets regularly to discuss environment, health and safety topics. Additionally, our stores and supply chain teams host forums to discuss issues or concerns.

## Safety and training

Target is committed to providing a healthy and safe workplace for all team members, visitors and guests. Team members must act ethically and responsibly to help maintain an environment that is safe to shop and work. Our Safety Policy establishes the requirements for Target team members to execute safety programs designed to eliminate or reduce hazards. This policy applies to Target team members, including employees of Target's subsidiaries, unless there is a documented

exception approved by the enterprise policy team. The Executive Vice President and Chief Financial Officer is the sponsor of this policy and is responsible for its content. When Target becomes aware of potential policy violations, we conduct a fair, timely, impartial and thorough investigation.

Target prohibits retaliation against anyone who has in good faith opposed or reported a perceived violation of this policy or cooperated in an investigation or legal proceeding.

To maintain a safe working environment, we expect our team members, contractors and others under our supervision to follow laws, safety procedures and relevant [Occupational Safety and Health Administration \(OSHA\)](#) standards, as well as advocate for the safety of all team members. Our Safety Policy includes guidance on our safety requirements, as well as our Team Member Illness Policy which sets expectations for handling illness in the workplace as determined by state and local policies.

Additionally, we provide extensive team member training related to health and safety practices and procedures, and training for leaders who oversee the safety of our team members.

Target strives to create a work environment that ensures the health and safety of all team members. To support this objective, all team members — whether

in a store, supply chain facility, headquarters location or elsewhere — must:

- Work in a healthy and safe manner to benefit themselves and others.
- Comply with all applicable workplace safety laws, regulations, standards and guidelines.
- Complete and follow all required role-specific training.
- Seek, understand and follow the health and safety policies and procedures applicable to their specific job responsibilities.
- Consider the impact to safety when making business decisions (including process and design decisions).
- Stop any unsafe action or condition that presents an imminent danger or risk. Assess and address before resuming work.
- Immediately report (and where possible, rectify) any observed unsafe condition, behavior or “near miss.”
- Immediately report any injuries to a leader.

In addition, team members who are leaders must:

- Model and advocate for required health and safety behaviors at all times.
- Allocate the resources necessary to ensure the health and safety of team members and others.
- Communicate and enforce applicable health and safety-related standards and guidelines to teams they lead.
- Remove hazards and escalate requests for corrective measures to provide sustainable safety solutions.

- Neither dissuade nor prevent any team member from seeking medical treatment, reporting a safety incident or concern or stop any unsafe action or condition that presents an imminent danger or risk.

To better protect our team members and partners, we use a prevention framework that includes the following: training and communications, prevention through design, safety culture and routines, monitoring and reporting.

We have implemented an incident investigation framework that includes:

- Documenting the incident, which initiates the investigation process.
- Escalating incidents based on their severity, informed by established criteria.
- Analyzing the incident's root cause, which involves employee participation, witness statements and assessing workplace conditions and procedures.
- Developing, actioning and tracking solutions to completion to drive incident reduction. This entails a review and approval process completed by local leadership.

Read more about our [Workplace Health and Safety commitment](#) online.





# Talent and Development

We believe in human potential and aspire to help all of our team members reach theirs. We are committed to removing barriers to development at Target because learning is a key driver for team members' ability to care, grow and win together.

## Growth for all

Helping team members learn and develop their careers is a critical component of Target's business. We strive to provide equitable opportunities for all, inspired by our culture of care and embrace of diverse voices and approaches. A career journey at Target is about working somewhere you love—and somewhere you'll grow and shine. Advancing career development among team members serves as a vehicle for navigating business transformation, building critical team member and leader skills, enabling a safe and ethical workplace, and advancing goals and cultural values. Our career development work is centered on three key areas:

- Accelerating the advancement and mobility of our team members in service of helping them achieve their career aspirations and creating economic vitality.
- Leveraging information to implement or amplify relevant upskilling/reskilling programs and experiences.
- Understanding the skills of our team and the skills needed to succeed in roles at Target.

Target continues to explore new ways of delivering best-in-class team member career and development experiences. One example of this is our commitment to onboarding and ensuring all team members are made to feel welcome, supported and prepared when joining Target. Another is our Credit for Training program, an extension of Dream to Be, where we're certifying existing Target training programs for college credit, allowing team members to apply those credits to the degree of their choosing at participating universities.

We believe in the power of mentorships, short-term projects and assignments, on-the-job-training, formal learning and leadership programs, on-demand resources, and community and cohort connection to build skills that enable performance and fuel a meaningful career.

We support our team members in experiencing meaningful careers by providing equitable opportunities to gain new skills and experiences. This is a longstanding effort, which has matured based on our understanding of the skills and roles required to be successful. Thus, we are now putting more investments in upskilling/reskilling programs and advancement pathways.

## Career development resources

We specially curate all of our career development resources to provide helpful information for each stage of the career journey, across each segment of Target's business. Our

learning and development team co-created a development strategy of continuous listening, critical skill building and equitable access to support the development needs and growth of all learners.

## Leadership training

Target offers a portfolio of business-specific learning programs to enable career mobility within various functions. The programs are designed to prepare team members for their next role by building essential skills, behaviors and mindsets needed for career growth and advancement. As a way to invest in one of Target's most critical roles, a highly customized immersive experience was piloted with 220 Store Directors this year. This five-month cohort-based program included self-paced activities, tailored check-ins with their leader and peer cohorts and live in person and virtual moments, all of which Store Directors shared deeply impacted their engagement and growth.

## Learning and development

Metric	FY2022	FY2021	FY2020	Framework
<b>Percentage of team members receiving training during the fiscal year</b>				
Excluding onboarding and compliance	94%	90%	98%	GRI 404-2
Including onboarding and compliance	99%	>99%	99%	
<b>Select training programs (hours)</b>				
Onboarding (Target Welcome)	4,811,268	9,570,598	6,789,932	GRI 404-2
Inclusion acumen	393,264	253,264	67,500	
Leadership development	93,522	56,257	27,332	
<b>Annual performance reviews</b>				
Percentage of eligible team members receiving reviews <sup>78</sup>	100%	100%	100%	GRI 404-3
Number of team members receiving reviews	414,428	351,400	301,000	





# Diversity, Equity and Inclusion

Diversity, equity and inclusion are part of our core values, shape our culture and drive our business. Across Target, we embrace diversity and strive to give everyone access to the same opportunities.

## Signature Goal

Target aims to drive equitable opportunities and outcomes for advancement and engagement by continuing to be a leader in diversity, equity, inclusion and belonging.

### DE&I strategy

For 17 years, Target has had an established diversity, equity and inclusion strategy with a long-standing commitment to drive progress for our team and business.

In 2022, we reaffirmed our commitment to creating even more equity and belonging within our team, community and business. We are accomplishing this by continuing to build a workforce that represents the communities we serve.

We'll keep working to ensure every team member has equitable experiences and access to career development. We'll continue creating an inclusive culture that values differences, ideas and experiences, helping all team members feel a sense of belonging. And we'll keep driving equitable business decisions that increase relevance with diverse guests and support economic inclusivity.

Across Target, we embrace diversity and strive to give everyone access to the same opportunities. To guide us in that effort, our DE&I strategy focuses on four key areas:

1. Creating an inclusive guest experience.
2. Fostering an inclusive work environment.
3. Building a diverse workforce.
4. Driving positive impact on society.

We established Target's REACH committee in 2020 to accelerate our diversity, equity and inclusion strategy for Black team members, guests and communities. REACH, which is overseen by six senior leaders across Target, continues to help drive diversity, equity and inclusion initiatives for our teams and business.

DE&I is integrated throughout our business and our work to recruit, hire and advance a team that represents the diverse guests we serve.

### DE&I training

To support our commitments to DE&I, we have integrated content into specific training programs. For example, training programs on performance assessments and recruitment interviewing address important safeguards to foster inclusion and prevent discrimination. We also create stand-alone DE&I training for specific topics and audiences.

Where permitted by law, Target offers unconscious bias training for all team members and a year-long training series for HR business partners that promotes equity. In 2023, Target launched a new enterprise-wide equity training, designed to promote equitable experiences for all team members regardless of their dimensions of difference, building on past successes with DE&I-focused training.

Our learning and development partners work closely with DE&I to co-create a development strategy of continuous listening, critical skill building and equitable access to support the development needs and growth of all learner groups.





# Board and Workplace Diversity

**As one of the nation's largest retailers, we embrace diversity and strive to give everyone access to equitable opportunities — in our workplace, throughout our supply chain and in our communities. Inclusivity is a core value at Target.**

We believe that building a workforce of people who represent all backgrounds and demographics, interests and experiences gives us the power to better serve the needs of our equally diverse guest base.

While we have advanced progress in many areas, continued progress is needed with the people of color turnover gap. We already have plans in motion to address this issue, leveraging data insights and segment-specific resources.

More information can be found in our [Workforce Diversity Report](#), which provides racial and gender data across all levels of our enterprise.

To help our many communities and stakeholders reach their full potential, we have relationships with a variety of student and professional organizations including [National Black MBA Association \(NBMBAA\)](#), [Management Leaders for Tomorrow \(MLT\)](#), [National Society of Black Engineers \(NSBE\)](#), [AnitaBorg's Grace Hopper Celebration](#) conference and many others. In addition, we've created intentional strategies and connection points with historically Black colleges and universities (HBCUs) and Hispanic Serving Institutions (HSIs) along with our many other recruiting pipelines.

## Board composition and diversity

The composition of our Board represents broad perspectives, experiences and knowledge relevant to our business while maintaining a balanced approach to gender and ethnic diversity. As of the end of FY2022, 38% of our Board members were female and 38% were racially or ethnically diverse.

The Board believes that its collective backgrounds, skills and experiences makes it well-qualified to exercise oversight responsibilities on behalf of Target's shareholders and other stakeholders. Tables describing key characteristics of Target's business, desired director skills and qualifications, and the self-identified skills and individual diversity attributes for each independent member of our Board

nominated for election at our 2023 Annual Meeting can be found on page 22-23 of our [2023 Proxy Statement](#).

To find out more about our Board of Directors, including our election and nomination process, evaluations, refreshment, and composition, visit our [2023 Proxy Statement](#).



## Diversity, equity and inclusion<sup>79</sup>

Metric	FY2022	FY2021	FY2020	Framework	Metric	FY2022	FY2021	FY2020	Framework
<b>Percentage of women in our global workforce</b>									
Total workforce	56%	56%	58%	SASB CG-MR-330a.1	Percentage Black/African American in our U.S. workforce	16%	16%	15%	SASB CG-MR-330a.1
U.S. workforce	56%	56%	58%	SASB CG-EC-330a.3	Managers	13%	13%	12%	SASB CG-EC-330a.3
Managers	57%	57%	56%	GRI 405-1	Non-managers	16%	16%	15%	GRI 405-1
Non-managers	55%	56%	58%	SASB CG-MR-330a.1	Officers	9%	10%	9%	SASB CG-MR-330a.1
Officers	47%	44%	41%	SASB CG-EC-330a.3	Leadership Team	6%	8%	8%	SASB CG-EC-330a.3
Leadership team	41%	46%	50%	GRI 405-1	Board of Directors	15%	15%	23%	GRI 405-1
Board of Directors	38%	38%	31%	SASB CG-MR-330a.1	Percentage Hispanic/Latino in our U.S. workforce	29%	28%	26%	SASB CG-MR-330a.1
<b>Percentage of people of color in our U.S. workforce</b>									
U.S. workforce	54%	53%	50%	SASB CG-EC-330a.3	U.S. workforce	25%	23%	21%	SASB CG-EC-330a.3
Managers	45%	43%	40%	GRI 405-1	Managers	30%	28%	27%	GRI 405-1
Non-managers	55%	54%	51%	SASB CG-MR-330a.1	Non-managers	10%	10%	10%	SASB CG-MR-330a.1
Officers	33%	33%	31%	SASB CG-EC-330a.3	Officers	12%	8%	8%	SASB CG-EC-330a.3
Leadership Team	29%	23%	25%	GRI 405-1	Leadership Team	23%	15%	23%	GRI 405-1
Board of Directors	38%	31%	46%	SASB CG-MR-330a.1	Board of Directors	<1%	<1%	<1%	SASB CG-MR-330a.1
<b>Percentage American Indian/Alaska Native in our U.S. workforce</b>									
U.S. workforce	<1%	<1%	<1%	SASB CG-EC-330a.3	U.S. workforce	<1%	<1%	<1%	SASB CG-EC-330a.3
Managers	<1%	<1%	<1%	GRI 405-1	Managers	<1%	<1%	<1%	GRI 405-1
Non-managers	<1%	<1%	<1%	SASB CG-MR-330a.1	Non-managers	<1%	<1%	<1%	SASB CG-MR-330a.1
Officers	0%	0%	0%	SASB CG-EC-330a.3	Officers	<1%	<1%	0%	SASB CG-EC-330a.3
Leadership Team	0%	0%	0%	GRI 405-1	Leadership Team	0%	0%	0%	GRI 405-1
Board of Directors	0%	0%	0%	SASB CG-MR-330a.1	Board of Directors	0%	0%	0%	SASB CG-MR-330a.1
<b>Percentage Asian in our U.S. workforce</b>									
U.S. workforce	5%	5%	5%	SASB CG-EC-330a.3	Percentage two or more races in our U.S. workforce	3%	3%	3%	SASB CG-MR-330a.1
Managers	4%	4%	4%	GRI 405-1	Managers	3%	3%	2%	SASB CG-EC-330a.3
Non-managers	5%	5%	5%	SASB CG-MR-330a.1	Non-managers	2%	3%	3%	SASB CG-EC-330a.3
Officers	11%	10%	10%	SASB CG-EC-330a.3	Officers	0%	0%	1%	GRI 405-1
Leadership Team	12%	8%	8%	GRI 405-1	Leadership Team	0%	0%	0%	SASB CG-MR-330a.1
Board of Directors	0%	0%	0%	SASB CG-MR-330a.1	Board of Directors	0%	0%	0%	SASB CG-EC-330a.3

79 This data is representative of Target's U.S. workforce as of January 28, 2023.



# Serving and Strengthening Communities

45 Community Impact

48 Access to Products and Services



Frameworks reported on:

GRI SASB SDG



# Community Impact

**The guests and communities we serve are integral to our success. Target Forward's vision to co-create an equitable and regenerative future reinforces the importance of our approach to proactive community engagement and collaboration with nonprofit partners.**

Across Target, we continue to work to advance solutions that address community needs and drive meaningful and positive impact for people and planet. Through our corporate philanthropy, volunteerism and the ways we integrate our business assets to meet the needs of our communities, we aim to be present in ways that help all families discover the joy of everyday life.

## Signature Goal

By 2030, Target aims to engage and elevate community voices as we seek to build and implement community-driven solutions.

## Milestone Goal

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

Our community impact primarily focuses on three areas:

- **Economic opportunity:** Supporting wealth-building opportunities, including entrepreneurship, workforce development and asset-building.
- **Community development:** Fostering a community-based approach anchored in listening.

- **Environmental sustainability:** Focusing on the intersection of people and planet, including supporting place-based circularity advancements.

To gauge the effectiveness of our programs, we use a variety of methods, including collecting feedback from grantees and measuring progress against investment targets.

We aim to create deep and lasting relationships in and with our communities to reflect and celebrate what is unique and vital to them. We do this by anchoring our approach in listening so that we can be nimble and locally relevant, and so that our philanthropic impact is genuinely meaningful to the people we serve.

## Community impact in action

### Volunteerism

Voluntary donations of time, talent and money are longstanding Target traditions dating back to the founding of the Dayton Foundation in 1918. Since then, our team members have had a transformative effect on thousands of our communities and millions of our neighbors. Throughout the U.S., India and in international markets where we maintain sourcing offices, Target team members partner with and support local nonprofit organizations.

### National Day of Service

Every January, our team embraces the legacy of the late civil rights leader Martin Luther King, Jr. by participating in the National Day of Service. In January 2023, Target team members took part in nearly 90 service projects across the United States, totaling over 3,000 hours of volunteering. In addition, thousands participated in virtual volunteer and webinars, giving team members the opportunity to learn more about Dr. King's life

and legacy and how they can support a more equitable future for all.

### Pro bono services

As a signatory of the [Corporate Pro Bono Challenge \(CPBC\)](#), our headquarters-based legal team provides hundreds of hours of pro bono legal advice to individuals and organizations, offering guidance on housing law and immigration, helping low-income individuals to start businesses and other matters. In 2022, at least half of our legal professionals participated in pro bono activities. We are pleased to have met and exceeded CPBC's 50% threshold again in 2022.

In 2022, we expanded our program offering pro bono consulting services for small businesses.

Additionally, as part of our pro bono consulting program, Target pledges an annual commitment of 10,000 hours of pro bono consulting services for Black- and Indigenous-owned (BIPOC) small businesses. This program offers tools, customized resources and support to small business owners. In 2022, we exceeded our goal, providing 16,000 hours of consulting services. Since the inception of the program, Target has partnered with over 150 clients, engaged over 600 team members and provided over 30,000 hours of consulting services valued at more than \$6 million.

We also provided 1,000 hours of service with Design ProBono+ and continued to grow our

relationships with HBCUs through the HBCU Design Challenge.

### Economic opportunity

As partners who continue to listen, learn and enhance each scholar's experience, in the spring of 2022 we expanded the services available through the Target Scholars Program by funding Emergency Student Aid (ESA) grants. Executed by UNCF, ESA grants are intended to support [Target Scholars](#) who are encountering just-in-time financial hardships related to academic retention, health-related issues (physical or mental), food insecurity, housing insecurity, technology, travel/ transportation or natural disaster. Each Target Scholar is eligible to receive up to \$500 in ESA grant funds.

### Community development

As a retailer committed to the development of thriving and vital local communities, Target has partnered with organizations such as the [Center for Justice Innovation](#) in New York City. Building on a successful grassroots partnership between our local team members and the Center, we invested in their Community First program. Together we are helping them foster a safer Times Square neighborhood for residents, workers and tourists by addressing upstream solutions to the unhoused population in the community.

**Nearly 900,000**  
volunteer hours contributed  
to charitable causes





## Community Impact Access to Products and Services

**Environmental sustainability**

In service of advancing our investments in environmental sustainability, Target has partnered with the [Latino Community Foundation \(LCF\)](#), a California-based nonprofit piloting a model to

reimagine a just recovery for communities affected by wildfires and to strengthen frontline grassroots leaders serving at the intersections of climate resiliency, economic justice and racial equity.

**Hurricane Ian support**

Nearly half of our monetary disaster response contributions in 2022 went to relief efforts after [Hurricane Ian](#) devastated much of South and Central Florida in October 2022. Target committed \$5 million to the communities most impacted — our largest disaster-related contribution ever — with funding used to support local and national disaster response partners. We have found that having an agile response to natural disasters allows us to tailor our approach and the resources we provide to the specific needs of our stores, our team members and the local communities.

The storm displaced thousands of residents, including hundreds of Target team members. To provide our team members with the help they needed in the most impacted area, we opened our first-ever Team Member Resource Centers in two local stores. There, more than 700 displaced team members and their families received supplies, access to bathrooms, shower and laundry facilities, charging stations and moral support from their colleagues, many of whom traveled long distances to staff the centers. We also offered on-site counseling and immediate medical assistance to those in need. Team members impacted by the hurricane could also apply for financial assistance through Target's Team Member Giving Fund.

Target stores across the region also supported local first responders and nonprofit organizations in donating much-needed supplies. We will take the lessons we have learned through this experience and feedback we have received to apply them as we embark on future disaster relief efforts.

**Volunteerism and philanthropy**

Metric	FY2022	FY2021	FY2020	Scope
<b>Number of hours volunteered</b>	894,477	870,064	496,260	Target team members during paid and/or unpaid time
Regular volunteer hours	878,014	853,950	494,098	
Pro bono hours	16,463	16,114	2,162	
<b>Amount donated through Target and Target Foundation (USD):</b>	\$328 million	\$274 million	\$245 million	
Cash	\$92 million	\$80 million	\$70 million	
In-kind	\$236 million	\$194 million	\$175 million	
<b>Amount donated through Target and Target Foundation (USD) to:</b>				
Underrepresented communities in the U.S.	\$170 million	\$144 million	\$124 million	Target + Target Foundation
Organizations and programs with local community impact	\$308 million	\$257 million	\$231 million	
Disaster preparedness and response	\$9 million	\$8 million	\$12 million	
<b>Amount of food donated<sup>80</sup></b>				
By weight (pounds)	124.5 million	106.0 million	94.5 million	Target
By number of meals	87.7 million	88.3 million	78.7 million	
<b>Guest-directed giving through Target Circle</b>				
Number of guests engaged	4.8 million	5.0 million	4.8 million	Target
Number of grants distributed	1,578	1,675	2,527	
Value of grants distributed (USD)	\$6.5 million	\$7.0 million	\$7.0 million	
<b>Team member giving</b>				
Percentage of team members participating in the Team Member Giving Campaign <sup>81</sup>	75%	92%	90%	Target team members
Amount donated by team members through our annual giving campaign (USD)	\$8.4 million	\$9.1 million	\$9.6 million	

<sup>80</sup> 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.

<sup>81</sup> Overall engagement with the Team Member Giving Campaign, including cash donations.



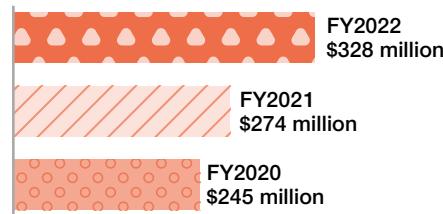
**Community Impact Access to Products and Services****Target Foundation**

Guided by Target's commitment to community, the [Target Foundation](#) invests in leaders, organizations, coalitions and networks that expand economic opportunity equitably, enabling communities to determine their own futures in Target's hometown, across the country and around the world.

In 2022, the Target Foundation made \$26 million in grants to 145 partners, with 96% being multi-year or General Operating grants, which

allow organizations the flexibility to invest in their infrastructure and other capacity-building needs.

In 2022, the Foundation partnered with the Center for Effective Philanthropy to conduct its inaugural Grantee Perception Report, which was sent to more than 170 partners to get their feedback on the Target Foundation's philanthropic practices, processes and approach. Their input is being used to help inform and guide its work along with its engagement with potential and current grantees.

**Amount donated through Target and Target Foundation (USD)****Target Foundation in action**

<b>Hometown</b>	The Target Foundation made a multi-year commitment to fund the <a href="#">Black Collective Foundation MN</a> , whose mission is to build Black philanthropic power to strengthen the ecosystem of Black-led social, political and economic change in Minnesota and beyond, and it has invested \$1 million in Black-led change to over a dozen organizations in Minnesota. As an early funder, the Target Foundation provided seed funding to support operations, and it continues to be committed to the work and infrastructure building of this new organization.
<b>National</b>	The Target Foundation provided funding to the <a href="#">National Association for Latino Community Asset Builders (NALCAB)</a> , a national membership organization that represents and serves a geographically and ethnically diverse group of more than 200 Latino-serving nonprofit community development and asset-building institutions across the country. Target Foundation's multi-year funding will help NALCAB build the capacity of their nonprofit members through grantmaking, technical assistance, training and leadership development programs that ultimately advance economic mobility in low and moderate income communities.
<b>Global</b>	In India, Target Foundation partner <a href="#">Dasra</a> is working to help strengthen networks of grassroots leaders and build capacity for a vibrant civil society. The organization brings together leaders and funders to discuss key challenges and opportunities facing civil society in India and highlights the critical role that Global South leadership plays.



**Target's focus on equity includes enabling access to a wide range of products that meet our guests' diverse needs.**

We build our brands, products and assortments with our Target Forward vision in mind. This means intentionally creating products, systems and experiences that span economic, social and cultural barriers.

### Inclusive products and experiences

In line with our [Design for All](#) approach and our Disability Accommodation Policy, our merchandising team strives to curate a broad

assortment of products that reflects the diversity of our guests, including underserved audiences.

We believe that inclusive products are best understood and co-created with communities, not for communities.

To aid us in that approach, we work regularly with our Inclusive Design Council, which has provided consultations on more than 1,500 Target products and experiences. Based on their input and recommendations, we make product, packaging and experience adjustments that provide more guests with

greater access. In 2022, we created Inclusive Design standards across 17 of our owned-brand departments. These standards and attributes are recommendations that drive how we create various assortments and experiences to overcome economic, social and cultural barriers.

We continue to enhance access to stylish and affordable sensory-friendly merchandise, and functional adaptive apparel that is designed to make clothes more easily usable by everyone including individuals who have physical disabilities that make it difficult to wear standard, off-the-rack clothing. Target owned brands

### Signature Goal

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

such as Cat & Jack, A New Day, Pillowfort, Universal Thread, Hyde & EEK! and Goodfellow & Co. released adaptive products and lines in 2022. Specifically, Hyde & EEK! significantly grew its adaptive assortment of Halloween costumes and Cat & Jack launched Cat & Jack Baby Adaptive.



### Accepting SNAP online

Since 2004, Target has accepted SNAP (Supplemental Nutritional Assistance Program) payments in our stores nationwide, and now that service has been [extended to online shoppers](#). Guests shopping online can use SNAP as a payment option for SNAP-eligible grocery items via our fast, contactless, same-day services.

In 2022, after government regulations were amended, we launched our capability to also accept SNAP as an option to pay for SNAP-eligible grocery items on Target.com and extended the service for guests to have mobile payment options used for digital orders on the Target app.

We began planning our SNAP online rollout by partnering with the U.S. Department of Agriculture in the spring of 2021. Through a test-and-learn approach, we determined the easiest way to shop digitally using SNAP for our full range of products, including food. Our first SNAP online pilot was tested in Minnesota in the summer of 2022, and we've subsequently rolled it out to other eligible states in the ensuing months.

As of October 2022, the digital SNAP payment option is available in all U.S. states except for Alaska, where we are working with the USDA on a pilot which will launch when the state becomes eligible for SNAP online.



# Operating Ethically

- 50 **Ethical Business**
- 52 **Government Advocacy**
- 53 **Privacy and Cybersecurity**
- 55 **Product Quality and Safety**



Frameworks reported on:

[GRI](#) [SASB](#) [SDG](#) [UNGPRF](#)



# Ethical Business

**Target is committed to the highest ethical standards. Our commitment is reflected in the way we conduct business and through the actions we take.**

Target team members are required to follow the law, Target's [Code of Ethics](#) ("the Code") and all applicable company policies.

We exhibit honesty, respect and concern for others through our interactions. Each team member, regardless of location or role, has a responsibility to make ethical business decisions that align to our values. Our values are reflected as we prioritize what's right for our business, team and guests.

## Management and oversight

The Senior Vice President of Ethics and Compliance is accountable for Target's overall ethics program strategy and has direct access to Target's Leadership Team and Board of Directors. Assigned leaders oversee the management of the program, including its reporting measures and controls. We regularly address key risk factors with respect to compliance and ethics and update the Code as needed. We also have both internal and external audits to monitor our ethical culture and the effectiveness of our programs.

The Audit & Risk Committee of the Board of Directors is responsible for oversight of compliance and ethics programs, monitoring, investigations and remediation efforts, including reports of potential misconduct. The Audit & Risk Committee receives regular updates throughout the year on ethics and compliance priorities, key risks and supporting data, and reports to the Board on its meetings. A management-level governance review committee comprised of Target's Chief Human Resources Officer and Chief Legal and Risk Officer

meets regularly throughout the year and oversees major matters regarding ethics.

## Code of Ethics

The Code helps team members understand expectations and make ethical choices and business decisions that uphold our values and our promises to all stakeholders, including team members, shareholders, guests and the communities we serve.

Each team member has a responsibility to follow the Code. All Target team members receive annual Ethics training and are required to sign off on their responsibility to comply with Target's Code of Ethics. The Code is published internally and externally and includes the company's position on a wide range of business topics and expectations. If a Target team member violates the Code, that team member may face disciplinary action, up to and including termination.

Team members have a responsibility to report any actual or suspected Code violations, to which Target will respond promptly and appropriately. Additionally, the Code outlines each team member's responsibility to report any potential conflicts of interest immediately as they arise. Select team members must complete Target's Conflicts of Interest Statement annually.

Our Board members have a separate Code of Ethics, contained within our [Corporate Governance Guidelines](#), which is tailored to the Board's unique role. New Board members participate in an orientation program that covers various business aspects.

## Business Partner Code of Conduct

Because their actions reflect directly on Target, we expect our business partners to share our

commitment to the fundamental principles of respect for human rights and environmental stewardship. Our [Business Partner Code of Conduct](#) communicates this expectation, and all domestic and international business partners must comply with all expectations outlined within it, including compliance with applicable anti-corruption laws.

Business partners must conduct their business with a high level of integrity and maintain transparent and accurate records. Every concern or possible violation related to the Business Partner Code of Conduct that is reported to the Ethics and Compliance office will be investigated thoroughly, promptly and appropriately.

Violations of the Business Partner Code of Conduct could require that Target work with a business partner to help it achieve compliance within an agreed-upon time frame. Other violations may result in suspension or an end to the business relationship with Target. Some violations may involve financial penalties, which are administered as chargebacks. The Business Partner Code of Conduct is published on Target's public-facing website.

## Reporting concerns and addressing emerging risks

Target team members are aware of our expectations for ethical conduct and decision-making, and we regularly provide information on how to report concerns or possible violations.

We have processes for identifying and addressing reported concerns. Team members may report a concern or potential violation through a variety of open-door channels, such as their leader, human resources, the ethics team or our third party-managed, 24/7 [Integrity Hotline](#) which includes anonymous reporting options.

We evaluate and address all reports received and have escalation procedures for concerns that should be investigated by legal counsel. If an investigation is required, the case is assigned to an investigation team. All Target team members are protected by the company's non-retaliation policy.

As part of the ongoing monitoring of our ethical culture, we regularly review the volume of reports received, types of allegations reported and outcomes of investigations conducted. This data is reviewed at a total company level, by business unit and by location. We also look for fluctuations in volume and category themes, as compared to historical internal data and external benchmarks.

## Ethics and compliance training

Each Target team member is responsible for contributing to Target's strong and ethical culture. Target team members, including members of management, are assigned various trainings, including training with anti-bribery content.

On each team member's first day, Target provides ethics and compliance training covering key topics, such as conflicts of interest, government interactions, anti-competitive behavior, environment, food safety and privacy. These trainings are tailored by role and location, and routinely refreshed. As part of our new hire and annual ethics training, team members are made aware of the Code of Ethics, employee handbook and reporting channels. New officers receive specialized ethics training.

Ethics training provides guidance on ethical decision-making, including how to appropriately manage actual or potential conflicts of interest. It also reinforces the responsibility of each team member to ask questions or seek guidance to make business decisions that align with Target values.





## Non-discrimination

We respect cultural and individual differences and do not tolerate discrimination, or make decisions regarding employment opportunities based on:

- Race, national origin or ancestry.
- Color.
- Sex (including pregnancy, childbirth and lactation status).
- Gender, gender identity or gender expression.
- Religion or religious creed.
- Age.
- Medical condition or disability.
- Sexual orientation.
- Citizenship status.
- Military or veteran status.
- Genetic information or characteristics (or those of a family member).
- Any other basis protected by federal, state or local fair employment practice laws.

Our stance can be viewed in our [EEO-1 Report](#) as well as our Equal Employment Opportunity and Harassment-Free Workplace Policy, which details our position on anti-discrimination and a harassment-free workplace and can be found in our [Code of Ethics](#).

## Anti-hate, anti-violence and anti-racism

We condemn all hate, racism and violence, and offer anti-racism experiences, immersions and trainings for all team members where permitted by law, as well as anti-harassment and safety awareness trainings.

## Anti-bribery and corruption

We do not tolerate unethical or illegal business practices. Our Anti-Bribery Policy prohibits bribery and provides guidance that all team members must follow to conduct business fairly. Team members are required to monitor third parties working on behalf of Target to check that they do not engage in illegal or improper behavior.

## Anti-competitive behavior

We believe that by complying with competition and antitrust laws, we support free and fair competition between companies. Our Antitrust Policy requires team members to comply with applicable laws and prohibits them from making agreements that restrain competition. Select team members receive annual training based on their team's operations or their individual functions.

## Transparency and reporting

Reporting is, and always has been, an essential way we inform stakeholders on the status of our journey. We believe Target can only achieve change by carefully managing and measuring our performance against tangible goals and publicly reporting on our progress.

Staying accountable for impacts and actions helps maintain the trust of our suppliers, guests, team members, shareholders, partners and communities. We engage these stakeholders across our commitments and priority areas.

Since the publication of our 2022 Report, we have refined our governance reporting infrastructure by expanding data controls, investing in data management technologies and solidifying cross-functional processes throughout our enterprise. This added rigor is designed to enhance the accuracy, consistency and completeness of our reporting for 2023 and beyond. We will continue to refine this process by maintaining our dedication to continuous learning and navigating the complexities that come with making our reporting capabilities more sophisticated and transparent.

We've been sharing corporate responsibility efforts since Target first published a Community Involvement Report in 1969. Starting in 2010, we began publishing comprehensive [corporate responsibility activities and information](#) online. We utilize these frameworks to help hold ourselves accountable for monitoring, measuring and disclosing annual progress, including:

- [Global Reporting Initiative \(GRI\)](#)
- [Sustainability Accounting Standards Board \(SASB\)](#)
- [UN Sustainability Development Goals \(UN SDGs\)](#)
- [Task Force on Climate-related Financial Disclosures \(TCFD\)](#)
- [UN Guiding Principles Reporting Framework \(UNGPRF\)](#)



# Government Advocacy

**As one of the nation's largest employers, we have a responsibility to participate in productive conversations on relevant public policy issues.**

Our Board of Directors Governance & Sustainability Committee oversees our policies and practices regarding public policy advocacy and political activities. An overview of the top issues that we explored last year can be found on [our website](#).

Our Political Activities, Lobbying and Government Ethics Policy guides our team members, who must comply with all campaign finance, lobbying and government ethics laws and regulations. In addition to our own policies and disclosure practices, we adhere to applicable laws that govern interactions with government officials.

## Promoting civic engagement

During the 2022 election cycle, Target executed a robust get-out-the-vote program designed to reduce barriers to voting for its team members and guests. This included providing nonpartisan tools, resources and education to all interested parties with the goal of creating a well-informed electorate.

In 2020, we established Citizens@Target, a team member network encouraging active participation in democracy. It created a space to learn about and

discuss issues and access resources on voting and the civic process. We also offered team members the most up-to-date nonpartisan information on local voting laws and any new or additional requirements so that they can be informed.

Team members continue to receive paid time off to vote in local, state and federal elections, and/or to serve as election judges and poll workers. They also received discounted rides to their local polling centers on Election Day through our partnership with Lyft (where permitted by law).

We also teamed up with the nonpartisan [League of Women Voters Education Fund](#) to create [Vote411.org/Target](#), a website providing information on how to register, check voter registration status and preview the local ballot. We supported nonpartisan efforts to raise awareness of elections and encourage fair, accessible and safe voting by partnering with a number of national organizations to promote voting, including: [National Voter Registration Day](#), [Power the Polls](#), [VoteRiders](#), [Civic Alliance](#), [Time to Vote](#) and the [Business for Voting Rights Coalition](#). [Learn more](#) about Target's civic engagement practices.

## Our political advocacy

Target works with elected officials from all political parties to inform them on policies that will affect our business, team members and communities.

We may provide financial support to political candidates, political parties or ballot initiatives that are important to our business interests, team members, guests, communities, shareholders and other stakeholders.

One avenue for doing so is through TargetCitizens PAC, which is funded through voluntary contributions by eligible team members. TargetCitizens PAC contributes in a bipartisan manner to federal candidates and organizations. Political contributions are determined through a balance of Target's business priorities and company values. A complete list can be found on our [website](#).

In 2022, Target — together with trade associations and policy-based organizations — advocated in areas such as taxes, trade, privacy, product safety, sustainability, data security and employment.

On a quarterly basis, Target publicly reports federal advocacy activities as required by law with the Secretary of the U.S. Senate and the Clerk of the U.S. House of Representatives. Our recent federal lobbying disclosure reports are available on our [corporate website](#).

PAC contributions are based on varying policy and business priorities. Given that candidates and organizations display diverse interests and

viewpoints, and have broad memberships, the positions they take do not always reflect Target's purpose and values.

Target is also a member of national organizations. Our team members attend 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 only support educational and association management activities and are not used as campaign contributions. Because these organizations also engage in political efforts, we disclose our memberships as political contributions.

A list of trade associations and other policy-based organizations Target supports can be found on our [website](#).

## Percentage of workforce eligible to receive paid time off to vote:



100%



# Privacy and Cybersecurity

**Securing company systems, business information and personal information of our guests, team members and business partners is important to us.**

We have systems in place to:

- Safely receive, protect and store that information.
- Collect, use and share that information appropriately.
- Detect, contain and respond to data security incidents.

When handling personal information, we follow all applicable laws, policies and processes that help us collect, use and share the information appropriately while still allowing us to effectively serve our guests and run our business operations.

## Management and oversight

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 as described in the table on the bottom of this page.

To inform and educate the Board and Audit & Risk Committee in their oversight responsibilities, throughout the year, management provides regular updates on these topics. For example, the Chief Information Security Officer provides information security risk and controls, cyber threats and other program updates, and the Senior Vice President of

Compliance and Ethics provides privacy program updates.

## Information security and cybersecurity

Target's cybersecurity team is responsible for designing and implementing our information security and cybersecurity program, including governance, policy, risk assessment, monitoring and training. We use a combination of industry-leading tools and in-house technologies to protect Target and our guests, operate a proactive threat intelligence program to identify and assess risk, and run a 24x7 Cyber Fusion Center to investigate and respond to threats.

Our cyber threat intelligence and data privacy teams work to understand evolving threats, such as ransomware, developing issues and industry trends, and our vendor teams monitor and assess risks with our suppliers. Target has an Incident Response Program to address potential security and privacy incidents.

Our program is based on recognized industry security standards and control frameworks like the [National Institute of Standards and Technology \(NIST\)](#), which we validate through internal and independent assessments. Our cybersecurity team regularly tests our controls through penetration testing, vulnerability scanning and attack simulations. Beyond our in-house capabilities, we engage with leading security and

technology vendors to assess our information security and cybersecurity program and test our technical capabilities. This includes annual independent Payment Card Industry (PCI) and Sarbanes-Oxley Act (SOX) compliance audits.

We also offer ongoing practice and education for team members to recognize and report suspicious activity. Our team members and contractors receive annual information security and cybersecurity training to understand the behaviors and technical requirements necessary to protect company and guest information. During Cybersecurity Awareness Month in October, we run campaigns using engaging resources, including additional phishing simulations, to educate team members on how to secure themselves and the company against cyber risks.

In 2022, Target also expanded our support to cybersecurity education and awareness programming for consumers by investing in new partnerships with [National Cybersecurity Alliance \(NCA\)](#) and, in April 2023, with [Cybercrime Support Network \(CSN\)](#).

We seek to be a leader in cybersecurity and have been recognized for sharing threat intelligence and collaborating with organizations across different industries to share best practices, fight cybercrime, enhance privacy, discuss new technologies, better understand the evolving regulatory environment and advance capabilities in these areas. To date,

our cybersecurity team has been granted more than 20 patents, with more pending, and we actively contribute to open-source solutions. We invest in building and developing cybersecurity talent and engineering expertise in-house rather than relying solely on third-party providers. We also offer in-house training and educational courses through our technology team's 50 Days of Learning commitment and Cyber Plus Institute, which is a security training curriculum leveraging internal subject matter expertise along with curated resources.

Our cybersecurity team members regularly attend and present at cybersecurity conferences, and we partner with organizations to support team members in gaining advanced cybersecurity degrees, industry certifications and other technical trainings. Target leaders serve on several boards, including the boards of the [Retail & Hospitality Information Sharing and Analysis Center](#), the [Financial Services Information Sharing Analysis Center](#), the [Aspen Cybersecurity Group](#) and the [Payment Card Industry Security Standards Council Board of Advisors](#).

To complement our DE&I strategy, we partner with organizations — including the [Executive Women's Forum](#), [Women in CyberSecurity](#) and [Cyversity](#) — to strengthen support networks within the cybersecurity industry for team members and build a more diverse talent pipeline.

Guests can find cybersecurity resources on our [security page](#) and [Tech Blog](#).

Responsible party	Oversight area
Board	Oversight of these topics within Target's overall risks.
Audit & Risk Committee	Primary oversight responsibility for information security, cybersecurity and data privacy, including internal controls designed to mitigate risks related to these topics.
Management	Our Chief Information Officer, Chief Information Security Officer, Chief Legal and Risk Officer, Senior Vice President of Compliance and Ethics and other senior members of our cybersecurity and compliance and ethics teams are responsible for identifying and managing risks related to these topics, and reporting to the Audit & Risk Committee and/or the full Board.





## Data privacy

Target's privacy compliance team is responsible for designing and implementing our privacy program, including governance, privacy policy, risk assessment, monitoring and training. The team identifies and manages privacy risks, elevating them to our Senior Vice President of Compliance and Ethics and our Chief Legal and Risk Officer, when appropriate. The team's work to design privacy controls into operations is supported with continual learning and professional certification opportunities, including Certified Information Privacy Professional designations.

Our retail [Privacy Policy](#) provides details of how we collect, use and share guests' personal information. It also informs guests of their options for limiting marketing or other uses of their data.

In addition, the policy expressly states that Target does not knowingly collect personal information online from children under age 13. Any changes to Target's Privacy Policy, practices and procedures are noted and dated in the policy, and in some cases additional notice may be provided.

Everyone at Target who works with personal information must comply with our internal Privacy Compliance Policy. Team members receive annual privacy training to understand the requirements around collecting, using and sharing personal information. Also, select teams receive additional privacy training based on their specific roles. In 2022, we refreshed privacy-related articles and resources, including those for our guest services and HR teams. Plus, a cross-functional set of team members with privacy-related roles attended privacy

certification training sessions provided through the [International Association of Privacy Professionals](#).

Third parties that handle personal information must also follow applicable laws, regulations and contractual obligations. Target follows applicable legal requirements and adheres to the [Digital Advertising Alliance \(DAA\)](#) self-regulatory principles for Interest-Based Advertising.

With respect to data retention policies, we retain personal information in accordance with Target's record retention requirements and policies, all of which reflect business and legal considerations. In 2022, Target built additional capabilities and extended privacy rights to guests in applicable states to comply with new state laws.

We measure the effectiveness of our privacy processes and policies through regular reporting and auditing practices. We also conduct external cross-industry benchmarking to understand privacy best practices and industry trends, and actively contribute to the [Retail Industry Leaders Association's Privacy Leaders Council](#) and the [National Retail Federation's Privacy Working Group](#).



# Product Quality and Safety

One of our top priorities is to provide Target guests with high quality products that meet or exceed mandatory safety standards.

We have tools and processes in place to address product safety and assure quality during production. Overseeing these efforts are our teams in the following areas: product safety and quality assurance (PSQA), essentials safety and quality assurance (ESQA) and food safety, quality and regulatory (FSQR).

## General merchandise

Target participates in the [U.S. Consumer Product Safety Commission](#) retailer reporting program for all products, regardless of brand. We work closely with our vendor partners producing FDA-regulated products to satisfy all reporting obligations. Our vendor partners must also deliver products that meet or exceed Target quality standards and are compliant with all required federal, state and local laws. Target verifies compliance in several ways, including evaluating our vendor partners and their factory capabilities. We also conduct owned brand end-to-end product reviews that may include pre-production evaluations, in-production inspections, third-party testing of products and guest feedback.

As a leading retailer, Target supports industry-wide product safety training by participating in, and contributing to the [International Consumer](#)

[Product Health and Safety Organization \(ICPHSO\)](#) mentorship committee. Its goal is to create interest and opportunities for those contemplating a career in product safety and compliance. Many Target leaders and experts are active members of [American Apparel & Footwear Association \(AAFA\)](#), [Retail Industry Leaders Association \(RILA\)](#), [National Retail Federation \(NRF\)](#), [The Toy Association](#) and other product-specific groups for general merchandise products.

## Food

The Target food safety, quality and regulatory team leverages a scientific, risk-based, preventive approach to assure that owned brand food vendors have appropriate capabilities.

Accordingly, all facilities that produce owned brand foods are accountable to regulatory guidelines and Target food safety and quality standards. Target brand food vendors must comply with federal, state and local requirements. We also require owned brand food vendor partners to be [GFSI-certified](#) and provide details on their programs.

Our approach includes routine monitoring of consumer trends, review of regulatory and other external developments and regular engagement with [Consumer Brands Association \(CBA\)](#), [Food Industry Association \(FMI\)](#) and federal, state and local governmental agencies.

## Product quality and safety

Metric	FY2022	FY2021	FY2020
<b>Number of vendor factories (countries) producing owned brand foods</b>			
• Number of Global Food Safety Initiative-certified food factories	1,056 (34)	980 (29)	925 (27)
<b>Number of factory evaluations by Target</b>			
• Food	1,732	1,487	1,505
• Non-food	1,437	1,480	758
Number of product test reports for owned brand products conducted by independent third-party labs	26,203	31,627	29,750
Number of product inspections of owned brand products conducted by Target team members and independent third parties <sup>82</sup>	22,908	33,527	40,093
Number of vendor self-inspections (VSI)	73,822	70,094	48,148

When guests purchase food from Target, they expect it to be high-quality, as reflected by our owned-brand promises and standards. We require that vendors be accountable for all aspects of food product production and delivery, and that they immediately inform us of any product or production issues. Target validates owned brand quality and compliance in several ways including end-to-end product assessments such as pre-production evaluations, in-production reviews, testing of owned brand products and reviewing guest feedback.

## Product recalls

When we learn about a safety concern with one of our products, we investigate and, when necessary, remove it from sale, both in-store and online.

Multiple communication methods are in place to directly contact consumers about a product recall, including phone messaging, email communication and notification via the Target app. Guests can also find up-to-date recall information posted on in-store iPads, Target's Facebook Recall app page and in the "Recalls" link on Target.com.

Read more about [food, safety, quality and compliance](#) on our website.





# Responsible Supply Chains

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Frameworks reported on:

**GRI** **SASB** **SDG** **UNGPRF**



# Purchasing Practices

In line with the Target Forward vision, we are committed to pursuing fair, responsible and equitable purchasing practices.

This includes measures to further responsible purchasing, broaden the diversity of our suppliers, elevate worker well-being across our supply chain and implement effective traceability measures. We regularly evaluate the way we do business with our suppliers and collaborate with them on practices and processes that are in alignment with ours.

Through our partnership with [Better Buying](#), a nonprofit organization focused on improving purchasing practices throughout the global supply chain, we annually assess the impact of our purchasing practices on supplier sustainability through a financial, environmental and social lens. We leverage this assessment to better understand how our day-to-day purchasing practices are affecting our suppliers, their workers and the environment. The survey helps us to better understand our strengths to build on and incorporate business partner feedback into our work where we have opportunities to improve.

In 2022, Target continued this quest for continuous improvement on our purchasing practices with a focus on driving improvements in key priority purchasing categories identified by our business partners, such as planning and forecasting, cost

negotiation, design and development and win-win sustainable partnership.

Also in 2022, in partnership with Better Buying, we rolled out a new educational training course to help teams across the enterprise understand what purchasing practices are, why they are essential and how decisions can impact workers and suppliers worldwide. As of the publication of this report, more than 1,500 employees have completed the training, representing more than 50% of the Target population positioned to impact these practices throughout our business.

## Our commitment to supplier diversity

We define “diverse-owned businesses” according to five dimensions of difference<sup>83</sup> and our commitment to advancing diverse-owned businesses takes several forms, including:

- Providing access to our resources and expertise.
- Sourcing in part from diverse creators, designers, vendors, agencies, contractors and suppliers.
- Accelerating their prosperity through mentoring and other programs.

As part of Target’s overall sourcing process, we identify, assess and include diverse suppliers in long-term opportunities across the enterprise – for both merchandising and indirect categories:

- **Merchandising:** Our teams assess suppliers based on their retail-readiness and capabilities for impactful partnerships to supply merchandise, in-store or on Target.com.
- **Indirect:**<sup>84</sup> Our REACH special project team made significant progress in these categories in 2022 by streamlining processes, amplifying resources and increasing discovery opportunities for our business units and sourcing teams, all in service of creating consistency, equity and higher inclusion and conversion of diverse suppliers.

In 2022, Target Supplier Diversity launched Circle of Champions, an internal advisory council comprised of leaders from various parts of the enterprise. Its goal is to focus on inclusive practices and to increase visibility for diverse-owned business partnerships.

Through partnerships with certifying and other organizations in the U.S., including [Women's Business Enterprise National Council's \(WBENC\)](#) [Women Owned in Retail](#) program, Target creates preparedness opportunities through education, mentorship and connections for diverse-owned companies. By leveraging our Supplier Diversity Mentor Program, Target Accelerators and several external partnerships, we help suppliers strategically scale their businesses and improve their retail readiness.

Internationally, in service of our global DE&I priorities for women, persons with disabilities and other underrepresented groups, Target joined [WeConnect International](#), which certifies and supports women-owned businesses across the globe. Through our involvement with this organization, Target global certified and registered \$300 million of direct spend with women-owned businesses in Asia Pacific and India in 2022.

## Property suppliers

Part of Target's Supplier Diversity program involves increasing the involvement of diverse-owned businesses in construction. We work to identify and build relationships with suppliers at industry conferences, certification agency events and through the Supplier Diversity Professionals network.

We have had a longstanding partnership with [Construct Reach](#), a workforce development initiative, and have also partnered with construction suppliers at internal and external events to help diverse construction companies gain insights into effectively working with Target.



## Purchasing Practices Human Rights Animal Welfare

**Accelerators**

[Target Accelerator](#) programs offer free education, industry access, retail expertise and mentoring services to equip business founders and entrepreneurs in their quest to drive innovation, instigate change and build their businesses.

In 2022, Target Accelerators supported 90 brands through [Target Takeoff](#), a five-week program for more mature companies that want to learn how to scale into mass retail, and [Target Forward Founders](#), a 10-week program for early-stage companies looking to better understand retail. It's designed to help historically under-

resourced founders be the next wave of wealth-building companies. These programs provide education, resources and network connections needed to scale businesses.

In 2022, 16 Target Accelerators alumni launched their product lines with Target, bringing the total number of alumni whose products are with Target to 34. One of these alumni is Luna Magic, a vibrant, women-led and Afro-Latina-owned beauty brand founded by sisters Mabel and Shaira Frías that celebrates their multicultural heritage. Luna Magic participated in the Takeoff Beauty 2021 cohort and launched at Target in 2022.

**Diverse supplier spotlight: Archer Corporate Services**

A recent highlight of Target's commitment to broadening supplier diversity is our alliance with Archer Corporate Services (ACS), which began during one of our strategic sourcing events. An award-winning Black-owned marketing services and fulfillment company, ACS leveraged its longstanding plastic card production experience to become one of Target's prepaid card vendors in 2022. By mastering Target's process and production expectations in a short time, ACS produced 19 million units in its first year as a Target vendor, accounting for 19% of our total order volume for prepaid cards in the Target business channels they support. Based on that success, Target and ACS are exploring additional fulfillment opportunities in 2023.

**Accelerators**

Metric	FY2022	FY2021	FY2020
<b>Number of companies supported by Target Accelerators during the fiscal year</b>			
• Target Takeoff	30	31	25
• Target Forward Founders <sup>85</sup>	60	–	–
Number of products in Target stores from graduates of Target Accelerators (SKUs)	340	220	123

**Diverse and local suppliers**

Metric	FY2022	FY2021	FY2020
<b>Number of diverse suppliers</b>			
• Total	1,301	1,279	702
• New	314	467	297
<b>Amount of spending with diverse suppliers</b>			
• Tier 1 (USD)	\$3,081 million	\$2,483 million	\$1,471 million
• Tier 2 (USD)	\$709 million	\$783 million	\$764 million
Percentage of diverse supplier bid inclusion	51%	52%	52%
Percentage of the procurement budget spent on suppliers local to Minnesota and three counties in Western Wisconsin (Polk, St. Croix and Pierce) <sup>86</sup>	5%	1%	4%





## Traceability

We are committed to taking care of the resources we have today and reducing the impact our product manufacturing has on workers throughout the supply chain and on the environment. Additionally, it is our mission to verify everything we source for Target is produced ethically and in accordance with all applicable laws and our policies. Our initiatives are grounded in traceability to enable holistic engagement between people and planet.

Target works with our business partners to conduct supply chain mapping and enable our ability to track the journey from raw materials to finished product. We aim to achieve full visibility not only to where our raw materials originate, but also across our suppliers throughout each tier of our supply chain, their locations and how those locations may evolve over time. To accomplish this, we have increased our requirements further back in the supply chain through location disclosure and material tracing.

## Location disclosure

Target's Responsible Sourcing and Sustainability Location Disclosure audit program aims to assess whether the products we source are produced ethically and in accordance with laws and our SOVE. All business partners that fall into one of the below categories are required to comply with Target's Responsible Sourcing and Sustainability Location Disclosure audit program:

- Target owned brand products and packaging.
- Target-exclusive products and packaging.
- Target-distributed products.
- Nationally branded products and packaging for which Target is the importer of record.

Our Responsible Sourcing and Sustainability Location Disclosure audit program covers all final production and select raw material finishing and processing facilities. Facilities that manufacture or convert raw materials for these products must be

disclosed. All disclosed manufacturing locations must conduct regular audits and have them approved in accordance with our industry-aligned audit protocol.

## Material tracing

To help our suppliers source responsibly while minimizing harm to the planet and supporting communities, we have developed policies and programs, including material tracing programs for key materials like cotton, palm oil and seafood. Our key material prioritization is based on risk criteria and in service of achieving our ambitious Target Forward goals.

- **Cotton:** We focus on cotton due to its prevalence in our assortment, the regulatory requirements surrounding cotton and our commitment to source cotton more sustainably for owned brand and exclusive national brand products.
- **Palm Oil:** We are supporting our palm oil sustainability work to trace palm oil to the mill level. Given the challenges upstream in this supply chain, understanding where our business partners source palm oil is essential.
- **Seafood:** Our [sustainable seafood commitment](#), which is framed around Monterey Bay Seafood Watch's ratings, applies to all fresh and frozen seafood and shelf-stable tuna items as well as owned brand pet food. Focusing on traceability in seafood supply chains is critical due to the challenge of monitoring vessels on the high seas and the prevalence of illegal, Unregulated, and Unreported (IUU) fishing.

Read more about our [sourcing of natural resources](#), [social standards](#) in our supply chain and our work to limit the use of [conflict minerals](#) in our owned brand products.

## Social responsibility in the supply chain

Target is committed to responsible business conduct, and we expect the same from our domestic and international suppliers. Respect for human rights and environmental stewardship are fundamental principles of our business practices and standards and suppliers must conduct their business with a high level of integrity and maintain transparent and accurate records.

We have several mechanisms in place to provide guidance on implementing Target's policies and practices for responsible business conduct, including Target's [Standards of Vendor Engagement \(SOVE\)](#), our [Applying Target's SOVE manual](#), vendor trainings and our Responsible Sourcing and Sustainability inbox.

In 2022, we conducted a variety of training programs with business partners related to our SOVE and Target Forward goals. Training included a total of 28 training sessions focused on our SOVE and audit process, with over 5,000 attendees, and exceeding 9,000 training hours. Training takes place in different languages and time zones and help to enhance our partners' understanding of Target expectations on social and environmental performance and assessment. Additionally, we conducted 20 training sessions to over 3,000 attendees on our sustainability initiatives, including topics such as digital wages and gender equity for an additional 3,500+ training hours of content.

## Standards of Vendor Engagement

We require all business partners to abide by Target's SOVE. Our SOVE applies to all business partners and is managed by our responsible sourcing and sustainability team. Previously updated as new policies were codified, the SOVE

will now undergo an annual update as needed. The SOVE poster is available in 27 languages, and the Applying Target's SOVE manual is available in 11 languages. As of 2023, the manual is available in Hindi. Should a supplier be unable to demonstrate compliance with basic SOVE requirements, they must remediate the non-compliance or their relationship with Target will be terminated.

Read about Target's [audit program](#), which monitors compliance with the SOVE.

## Elevating worker well-being in the supply chain

We work with strategic stakeholders, including vendors, factories and partners across the globe to improve working conditions and worker well-being.

We are focused on addressing labor and environmental, health and safety risks within Target's supply chain, including the following that have particular relevance to our operations:

- **Safe working conditions and fair labor standards:** We are continuing to strengthen our policies and programs to maintain safe working conditions and fair labor standards, and further protect workers from discrimination, harassment and abuse. For example, in 2022 we made SOVE updates that enhance our health and safety expectations for partners.
- **Human rights:** We continue to enhance our human rights due diligence approaches to respect the rights of all workers in our extended supply chain through our Responsible Sourcing and Sustainability Human Rights Strategy.
- **Access to remedy:** In 2022, we enhanced our policies within the SOVE to raise our standards on operational grievance mechanisms available to workers.



**Purchasing Practices Human Rights Animal Welfare**

Driven by our Target Forward vision, we are committed to a sustainable and inclusive supply chain that is just and equitable for all workers.

**Signature Goal**

**By 2025, Target plans for 100% of owned brand suppliers to have policies and programs to advance gender equity.**

The Just & Equitable Supply Chain (JESC) goals work together to improve working conditions. Creating a just and equitable supply chain benefits all workers and will require a holistic approach. Therefore, we are focusing on four levers as part of our JESC goal strategy:

- Equitable systems for hiring and advancement.
- Financial security for workers (inclusive of digital wages goal).
- Effective anonymous channels for incident reporting (also known as grievance mechanisms).
- Access to gender-responsive health information and services.

These goals focus on owned brands where we have the most opportunity to learn and iterate on approaches capable of creating change at scale. As the work advances, we will continuously re-evaluate reach and impact with input from our stakeholders.

In 2022, Target launched its JESC supplier requirements, which reinforce our SOVE requirements and industry best practices, to define how our suppliers can meet our goals. We also strengthened our SOVE grievance mechanism requirements, raising our core compliance expectations on factory-level grievance mechanisms available to workers.

As part of rolling out these new supplier requirements, we trained team members and merchandise vendors on our JESC goals and the positive impact of gender equity on factories and workers. Working with the [Better Than Cash Alliance](#), we developed customized training for sourcing team members and merchandise vendors to understand the benefits of paying workers digitally, and provided resources to help factories to begin working to transition to digital wages. We believe transitioning from cash to digital wage payment systems is a critical step in the path towards increased financial inclusion for workers, particularly women, and it leads to cost savings and improved efficiency for suppliers, as well as increased transparency for Target.

Target is partnering with [CARE Impact Partners](#), the corporate advisory arm of CARE International, to design strategies to drive gender equity throughout our supply chain. In 2023, we initiated an empower, test and learn in-factory program strategy, which delivers tailored solutions to address barriers to gender equity and enhance financial security through a harmonized, supplier-led approach.

As part of our measurement strategy to track progress against our JESC goals, we are using a factory-level Gender Equity Survey, created by the [International Center for Research on Women \(ICRW\)](#). This online self-assessment enhances factories' understanding of how they are incorporating gender equity into practices like hiring systems and management of grievance mechanisms, based on leading industry practices. The data collected from the survey will help us determine our baseline, so that we can measure progress and identify additional resources and support needed across our supply chain to achieve our goals. In 2022, we deployed the survey to non-U.S. Tier 1 owned brand factories. In 2023, we will expand the survey deployment to other segments of our supply chain.

**Prioritizing health and safety**

We expect all vendors to provide a safe and healthy working environment for workers. This includes having emergency measures in place, as well as policies and procedures to prevent emergencies. To minimize safety risks, our Responsible Sourcing and Sustainability audit program focuses on identifying health and safety violations. Target also participates in industry-led initiatives like [Nirapon](#) and [Life and Building Safety \(LABS\)](#) to enhance worker safety and create a culture of minimizing occupational hazards in our supply chain.

- **Nirapon**, which translates to "safe place" in Bangla, is an industry-led nonprofit that collaborates with global brands, retailers, manufacturers and NGOs to create and sustain a culture of workplace safety in Bangladesh factories. This organization also aims to support workers' human rights, protect factories' most valuable assets, instill confidence in global companies sourcing from Bangladesh and drive the growth of an ethical manufacturing industry.
- Target is a founding member of **LABS**, a global apparel and footwear industry initiative. LABS seeks to find and address building safety risks related to structural, electrical, fire safety and evacuation preparedness. Currently, LABS operates in Vietnam, Cambodia and India and expects to expand to Indonesia in 2023.

In 2022, as part of our approach to caring for the health and safety of workers within our supply chain, we launched new best practices and policies to protect workers from the impacts of hazardous temperatures applicable to locations in scope for our Responsible Sourcing and Sustainability disclosure requirements. This work is part of Target's efforts to build a climate-resilient supply chain. We are working on both mitigating the impacts of climate change to our business through Target Forward climate goals while also preparing our supply chain for the impacts of

climate change with policy updates related to hazardous temperature health and safety.

We also embarked on an initiative to bolster the safety of abrasive blasting, a process in which an abrasive material or media is forcibly propelled in the manufacturing process. When this occurs, it can become hazardous if the media contains crystalline silica, as exposure can cause an incurable disease called silicosis. For this reason, Target has banned sandblasting in owned brand apparel manufacturing since 2012. Learn more about the scope of our [Responsible Sourcing and Sustainability audit program](#).

As of 2023, Target has expanded our sandblasting policy to include all industries and locations in scope of our audit program. Exceptions may be granted for processes that use a very low-silica content media; when blasting occurs with engineering controls to reduce worker exposure; and when the site has adequate respiratory protection programs including appropriate personal protective equipment, regular air testing and worker medical monitoring appropriate to the hazard.

Currently, we are working with partners who, in 2022, disclosed newly in-scope sandblasting. These efforts are intended to enable them to meet the above criteria or phase out the process.





# Building a Responsible Supply Chain

Target is partnering across our value chain to drive meaningful change through holistic assessment of **social, environmental and business impacts** of our products and packaging. We take accountability for our own actions to generate social and environmental benefits and avoid causing adverse impacts within our manufacturing supply chain.

**We are committed to a sustainable and inclusive supply chain that is just and equitable for all workers.**

- Programs and policies work to improve the livelihoods of vulnerable workers.
- Support the communities where we do business.
- Focus on co-creation and collaboration with industry peers, our suppliers and other key stakeholders.

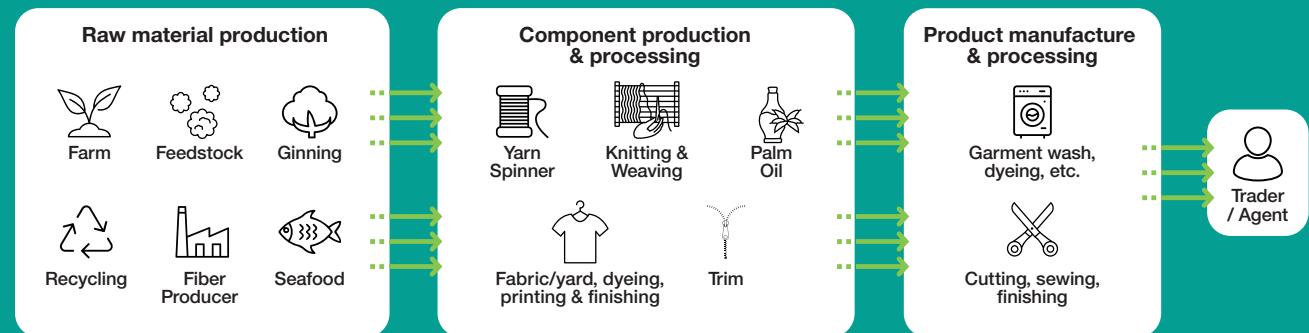
**We are collaborating with our suppliers on solutions that protect, sustain and restore nature through:**

- Shared science-aligned goals.
- Unlocking and investing in renewable energy solutions.
- Advancing and scaling regenerative agriculture.



**Our Standards of Vendor Engagement, our Responsible Sourcing and Sustainability governance program, oversight and performance elevation, and our commitment to Responsible Purchasing Practices serve as the foundation for this work.**

**Our initiatives are grounded in traceability to enable holistic engagement between people and planet.**





## Social responsibility in the supply chain

Metric	FY2022	FY2021	FY2020	Framework
<b>Number of registered manufacturing facilities<sup>87</sup></b>				
• China	4,126	4,114	3,965	
• Southeast Asia	2,201	2,247	2,188	GRI 2-6
• The Americas	441	444	398	
• India, Bangladesh, Pakistan, Egypt and Turkey	1,092	1,064	1,084	SASB CG-HP-000.B
• Other	230	222	178	
Number of countries in which we have registered manufacturing facilities	162	137	117	
Number of countries in which we conduct audits	60	54	49	GRI 2-6
Number of countries in which we conduct audits	47	44	29	GRI 414-2
<b>Percentage of supplier facilities that were audited to a labor code of conduct<sup>88</sup></b>				
• Tier 1	78%	70%	39%	SASB CG-AA-430b.1 (1) & (2)
• Tier 2	40%	42%	23%	
Tier 1 audit penetration rate	79%	70%	42%	GRI 412-1 and 414-2
Percentage of total audits conducted by a third-party auditor	98%	99%	88%	SASB CG-AA-430b.1 (3)
<b>Percentage of audits with acceptable<sup>89</sup> results by country/region</b>				
• China	86%	83%	83%	
• Southeast Asia	79%	83%	81%	
• The Americas	85%	76%	78%	GRI 414-2
• India, Bangladesh, Pakistan, Egypt and Turkey	87%	81%	86%	
• Other	89%	88%	69%	
<b>Average number of health and safety issues per audit</b>				
• China	1	1	1	
• Southeast Asia	1	1	1	
• The Americas	1	1	2	
• India, Bangladesh, Pakistan, Egypt and Turkey	2	2	1	
• Other	2	1	1	
<b>Average number of wage issues per audit</b>				
• China	<1	<1	<1	
• Southeast Asia	<1	<1	<1	
• The Americas	<1	<1	<1	GRI 414-2
• India, Bangladesh, Pakistan, Egypt and Turkey	<1	<1	<1	
• Other	<1	<1	<1	
<b>Average number of working hours and time-off issues per audit</b>				
• China	<1	<1	<1	
• Southeast Asia	<1	<1	<1	
• The Americas	<1	<1	<1	GRI 414-2
• India, Bangladesh, Pakistan, Egypt and Turkey	<1	<1	<1	
• Other	<1	<1	<1	
Percentage of new suppliers screened using social criteria	100%	100%	100%	GRI 414-1
Number of suppliers assessed for social impacts	3,527	N/A	N/A	
• Total number of suppliers <sup>87</sup>	4,114	N/A	N/A	GRI 414-2
• Percentage of suppliers	86%	N/A	N/A	
Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits <sup>90</sup>	<1%	<1%	<1%	SASB CG-AA-430b.2

<sup>87</sup> Primary Tier 1 factories.<sup>88</sup> Travel and factory restrictions, as well as office closures related to COVID-19, decreased the ability for onsite audits to be conducted in certain areas.<sup>89</sup> "Acceptable" is defined as the percentage of "Outstanding" and "Acceptable" audit results. This is not broken down by social and environmental categories but is an overall rating that is inclusive of everything that makes up our SOVE.<sup>90</sup> Our SOVE (Standards of Vendor Engagement) audit requirements found 17 Zero Tolerance audit results out of over 5,000 audits conducted. This is metric is our equivalence to Priority Non-Conformance Rate and Associated Corrective Action Rate, as all Zero Tolerance rated factories go through remediation and/or deactivation immediately following notification of the non-conformance result.



# Human Rights

**We recognize that we must take responsibility for respecting the human rights of our team members, guests and workers in the supply chain and people in the communities in which we operate.**

Aligned with the [Universal Declaration of Human Rights](#) and the [International Labor 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; however, if adverse impacts arise, our approach focuses on mitigation and remediation through effective solutions.

We also make clear in all business relationships that we value the importance of human rights, as evidenced by the following requirements:

- Embedding SOVE in all contracts tied to our supply chain.
- Vendor training on SOVE.
- Conducting risk-based Responsible Sourcing and Sustainability audits.

To respond to the changing external operating environment, we regularly update our SOVE policies. In 2022, we developed new and expanded policies on grievance mechanisms and revised our health and safety policies related to hazardous temperatures and sandblasting. Additionally, we implemented a new policy banning the use of third-party drug and alcohol rehabilitation service providers acting as employers. More information on Target's human rights commitment may be found on our [corporate website](#).

We also created a [Responsible Sourcing and Sustainability Human Rights Strategy](#) to strengthen human rights due diligence in our supply chain in response to the salient human rights risks identified in our human rights impact assessment. As part of this strategy, we are piloting human rights due diligence tools in new areas of our supply chain, including indirect spend, produce farms and the distribution supply chain. This work is still in the early stages, and we anticipate scaling and institutionalizing this work in 2024 and 2025, with the objective of enhancing Target's human rights due diligence while also amplifying industry-wide impacts.

Another supply chain priority is to assess industry-aligned approaches to confirm we are following best practices. Through this effort, we are collaborating with peer brands to amplify our impact and ease the burden on our business partners, while also driving meaningful change in the industry. Two notable examples of this work are Target's participation in the [Indirect Spend Alliance](#) and the [Responsible Shipping Dialogue](#).

## Management and oversight

Target's Board of Directors, including its Committees, oversee multiple aspects of our Human Rights Commitment, as follows:

- The full Board oversees our overall sustainability strategy, including the organizational team health aspect of human rights.
- The Governance & Sustainability Committee oversees external reporting on human rights.
- The Audit & Risk Committee oversees our compliance and ethics programs and supply chain matters, including vendor human capital and responsible sourcing practices.
- The Compensation & Human Capital Management Committee oversees a variety of human rights topics, including DE&I, culture and employee engagement, pay equity, broad-

## Key Salient Human Rights Risk Areas

Stakeholders	Key salient risk areas
<b>Our team members</b>	<ul style="list-style-type: none"> <li>• Safe working environments.</li> <li>• Professional development.</li> <li>• Diversity, Equity and Inclusion (DE&amp;I).</li> </ul>
<b>Our guests</b> <b>Workers in our supply chain</b>	<ul style="list-style-type: none"> <li>• Inclusive merchandise assortment and marketing promotions.</li> <li>• Continuing to strengthen our policies and programs to maintain safe working conditions and fair labor standards, and further protect workers from discrimination, harassment and abuse.</li> <li>• Respecting human rights for all workers, including workers in the distribution, indirect, and informal supply chains.</li> <li>• Expanding continuous improvement and worker well-being efforts in categories that may be higher risk.</li> </ul>
<b>Our communities</b>	<ul style="list-style-type: none"> <li>• Economic development.</li> <li>• Diverse workforce and equitable hiring and development practices.</li> </ul>

based compensation and benefits, growth and development and purpose and values.

In addition, our Senior Vice President of Corporate Responsibility leads this work at the management level, with day-to-day implementation of our human rights commitments driven by numerous teams, including but not limited to dedicated team members in Corporate Responsibility and Responsible Sourcing. These teams work together to advance our human rights program for our owned operations and supply chain.

Learn more about our [governance of sustainability](#) both within this report and in our [2023 Proxy Statement](#).

## Identifying human rights impacts

In 2022, Target partnered with [Article One](#), an expert business and human rights consultancy, to refresh our human rights impact assessment (HRIA) for our operations, supply chain and business relationships. The refresh process identified key salient risk areas relevant to Target, our team

members, guests, supply chain workers and communities we serve. This year, our partnership with Article One continues as we refine our strategy to develop and build an impactful human rights program and further our focus on key salient risk areas relevant to our business.

To make sure we are doing our part to educate team members on the importance of human rights risk areas, Target launched our first human rights training to key business areas in 2022. Employees from Merchandising, Owned Brands (including Sourcing) and Corporate Responsibility are now automatically enrolled in the training annually and cover topics including the foundations of human rights; human rights risks in business operations worldwide; and Target's Human Rights Commitments, including our alignment with the Universal Declaration of Human Rights, the UN Guiding Principles for Business and Human Rights and the International Labour Organization (ILO) Declarations on Fundamental Principles and Rights at Work. We plan to build on the success of this training in 2023.



## Combating forced labor

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

We use the UN's human rights guidance to inform and shape our policies. We inform supply chain workers of our policies through our SOVE and our detailed [Applying Target's SOVE](#) manual which is available in 11 languages. We also provide training and webinars for our suppliers and factories including required training on grievance mechanisms, health and safety, and pre-departure briefings for foreign contract workers, and posters explaining our standards, which are available in 27 languages, for display in factories.

Our SOVE condemns and prohibits forced, trafficked or incarcerated labor in any supply chain activities and we will not knowingly work with suppliers who engage in these practices.

We pay particular attention to, and perform additional due diligence around suppliers located in countries, including China, India, Malaysia, Taiwan and Thailand, that we consider higher risk for underage labor, young workers and forced labor. We also have a keen focus on specific categories that may require a higher degree of manual labor such as apparel, textiles and home goods, where risk is most prevalent within these countries.

If indicators of forced labor are found at a facility, we prioritize the well-being of workers and, where possible, we strive to create and implement a corrective action plan to remediate the situation. If remediation is not possible, Target will develop a responsible disengagement strategy that is intended to mitigate additional harm to workers.

Any parties wishing to report concerns related to forced labor at any Target or Target-affiliated facility may use the Target Integrity Hotline.

## Partnerships and collaborations

Target works with several labor rights certification bodies in specific areas of our supply chain, including the [Roundtable on Sustainable Palm Oil \(RSPO\)](#), [Equitable Food Initiative \(EFI\)](#) and [Fair Trade USA](#).

To help us identify risks through our responsible sourcing audit process, we leverage experts from our partnerships with the following organizations:

- **ELEVATE:** Supports sensitive case investigations and dynamic risk and oversight within our Responsible Sourcing and Sustainability audit program.
- **Impactt:** Aids ethical assessments, sensitive cases and issues related to our Responsible Sourcing and Sustainability audit program.
- **Leadership Group for Responsible Recruitment:** An [Institute for Human Rights and Business initiative](#) that supports the Employer Pays Principle. We have helped return significant sums to workers through our business partners by having them reimburse recruitment expenses and continue to help workers avoid paying fees to secure jobs.
- **The Responsible Labor Initiative:** Promotes the rights of workers vulnerable to forced labor.
- **Stronger Together:** Commits to tackling modern slavery in supply chains.
- **Verité:** Our primary partner on in-depth foreign contract worker assessments at all factories that employ foreign contract workers.
- **The Child Rights in Business Working Group:** Supports underage investigations and remediation. Brings companies together to collaborate, share best practices and

access the latest information and insights related to child rights.

- **Work Better Innovations:** A research consultancy with a community service mission, working innovatively with businesses, civil society, academia and government towards a responsible economy.

## Preventing the use of underage labor

As articulated in the Target underage labor policy found in the SOVE, Target does not tolerate underage labor practices. We work closely with industry partnerships and multi-stakeholder initiatives alongside peer brands that share the common goal of eliminating underage labor. If underage labor is discovered within our owned brand supply chain, we will do everything possible to protect underage workers from further harm. We also work collaboratively with local partner organizations to develop and implement long-term solutions that support affected individuals and their family.

## Abiding by conflict minerals rules

As outlined in our [Conflict Minerals Policy](#), Target will not knowingly purchase or sell any owned or exclusive brand product containing tantalum, tin, tungsten and gold, collectively known as "3TG," that finances armed conflict in the Democratic Republic of Congo (DRC) and its adjoining regions. Our vendors must adopt a 3TG sourcing policy that is consistent with ours and with guidance from the [Organisation for Economic Co-operation and Development \(OECD\)](#). We also require that vendors report on the standard form developed by the [Responsible Minerals Initiative \(RMI\)](#). Target maintains the right to audit suppliers on responsible 3TG sourcing.

As part of our overall effort to reduce the risk of human rights abuses in our supply chain, Target supports the humanitarian goals of the conflict minerals rules and annually conducts a country-of-origin inquiry covering all product categories for owned brands or exclusive brands that we believe

## Work Better Innovations forced labor prevention initiative

Our responsible sourcing and sustainability team has identified risks in Taiwan related to common indicators of forced labor imposed upon foreign contract workers. There is a knowledge gap among Taiwanese small- and medium-sized enterprises as to how they can recognize and prevent instances of forced labor within their own workplaces. [Work Better Innovations \(WBI\)](#) created a guidebook/policy guide that fills some of those gaps and answers questions we frequently receive from not only our business partners, but also business partners outside of our supply chain.

In 2022, we partnered with WBI to implement a forced labor prevention initiative for small- and medium-sized businesses in Taiwan. The first phase of the initiative focused on the creation of a bilingual policy guide based on the ILO's 11 Indicators of Forced Labor. The second phase of the initiative consisted of a series of three training exercises in Taiwan that were open to companies across various industries. The policy guide and impact report can be viewed [here](#).



## Purchasing Practices Human Rights Animal Welfare

could contain 3TG. For 2022, we surveyed 539 vendors of owned and exclusive brand products, receiving responses from 100% of them.

The product categories we surveyed in 2022 included:

- 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.

We encourage our vendors to identify and source from smelters and refiners certified by the RMI as "Conformant." Forty-six of the 47 smelters and refiners identified by surveyed vendors that provided product-level information met this status.

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

### Grievances and remediation

Our ethics and compliance Integrity Hotline is open to all suppliers and supply chain workers.

The centralized governance team within compliance and ethics manages the intake and triage of all reports made through the

hotline and other channels. These reports can be made through our third-party hotline provider anonymously, 24 hours a day and interpreters are available.

In 2022, the responsible sourcing and sustainability team identified that, in some instances, an interpreter was not available in the language of the individuals who called the hotline. We have remediated these gaps by partnering with local service providers to properly capture all worker allegations. To enhance the capabilities of the hotline service, we added specific numbers with greetings in local languages for India, China, Hong Kong, Indonesia, Vietnam and Bangladesh.

For supply chain investigations, we use a combination of internal and third-party investigators depending on the issue and region. Complaints received are thoroughly reviewed and investigated.

Factories are prohibited from retaliating against third-party workers, who may remain anonymous, for reporting any potential violations of our SOVE.

Target has enacted extensive remediation policies and practices to responsibly respond to human rights violations and impacts. More detail on remediation practice in our supply chain can be found [here](#).

We also support suppliers in collecting data on grievance types, resolution and mechanism channels, and through third-party helplines associated with our audit program partners, enhancing effectiveness and worker engagement. Our Responsible Sourcing Advisory Program leverages tools from the [Better Work Academy](#) and advises suppliers on establishing and executing grievance mechanisms and monitoring performance.

### Audits and continuous improvement

Because we believe in making a collective impact, we value common or shared audit programs, addressing issues that are too big for any one company to tackle alone through collaboration with others.

All disclosed manufacturing locations must conduct regular audits and have them approved in accordance with our industry-aligned audit protocol. These disclosed manufacturing locations within our supply chain are meeting our audit expectations. Our risk-based audit program assesses facility conditions, health and safety, worker treatment and compensation, hiring processes and environmental practices. It also evaluates for compliance with applicable laws and program standards aligned with Target's SOVE. Acceptable audit programs include [Amfori Business Social Compliance Initiative \(BSCI\)](#), [Better Work](#), [Equitable Food Initiative \(EFI\)](#), [ICTI Ethical Toy Program \(IETP\)](#), [Responsible Business Alliance \(RBA\)](#), [Fair Trade USA](#), [Sedex Members](#), [Ethical Trade Audit \(SMETA\) 4 Pillar](#), and the [Social Labor Convergence Program](#).

Suppliers must submit onsite social audits at least annually. Furthermore, our responsible sourcing and sustainability team reserves the right to conduct unannounced audits at factories in scope of the responsible sourcing program to verify that the locations maintain compliance during the entire lifecycle when working with Target. Audits will reflect both vendor and facility compliance performance.

Additionally, any facility that employs foreign contract workers must also complete additional self-assessments and audits, focusing on identifying indicators of forced labor. Some facilities may be required to submit more regularly if issues arise.

Reflective of the changing industry landscape due to the coronavirus pandemic, including travel and factory restrictions and office closures, Target has further evolved our oversight approach to go beyond compliance, supporting our objective of increasing transparency and strengthening risk management. This has included introducing more direct worker reporting channels and other real-time insights to understand emerging human rights risk, which has allowed us to proactively engage with business partners to take preventative actions so that those risks do not manifest themselves in our own supply chain.

We prioritize remediation and continuous improvement but, in some cases, noncompliant audits may result in the cancellation of purchase orders and the termination of business relationships. Target will not allow a vendor to use a previously noncompliant factory until the deactivation period has expired and the factory has demonstrated compliance with Target's SOVE and applicable laws.

Learn more about our [auditing process and programs on our website](#).





# Animal Welfare

**Target is committed to following practices that support the welfare of animals sourced for food and non-food products. These practices are regularly updated to align with industry and governmental standards and guidelines.<sup>91</sup>**

Our approach to [animal welfare](#) is grounded in our belief of the Five Freedoms for every animal over the course of their entire lifetime.<sup>92</sup> All supplier partners must comply with these standards.

We also expect suppliers to maintain written policies detailing best practices for each of the areas relevant to their products. Where possible, Target performs product testing protocols to verify conformance with our commitments. We provide training on animal welfare topics to internal teams responsible for buying or sourcing animal products

and we expect all our suppliers to provide adequate training to every individual involved with the direct handling of animals throughout the supply chain.

## Food animal welfare standards and commitments

For all animal protein-based products, Target has established minimum requirements – in alignment with industry standards – that guide the work of our suppliers.

Target expects all vendor partners that produce owned brand and national brand food and beverage items to meet or exceed the animal welfare standards established by Target and recognized throughout the industry. Complete details of our food animal welfare standards and our owned brand animal-derived raw material

product standards can be found on our [website](#), and 2022 highlights of our work by protein type are detailed below.

### Eggs

We continue to work toward transitioning to solely cage-free shell eggs by 2025, pending available supply. The extreme volatility in the egg market and the impact of avian influenza on our two largest facilities producing Good & Gather cage-free eggs in 2022 and continuing into 2023 significantly impeded our progress on our cage-free goal. Despite headwinds, we are pleased to have achieved an increase in our percentage of sales of shell eggs coming from cage-free systems,<sup>93</sup> which improved to 58% in 2022. Additionally, 100% of liquid eggs have been converted to cage-free and all but one national brand fully converted to cage-free or better.

### Good & Gather Pork

We launched all Good & Gather fresh pork raised in an open pen gestation system in September 2022. Good & Gather represents the vast majority of fresh pork sales. Having achieved this, we are moving towards a true crate-free assortment in Good & Gather. We'll do this by continuing to collaborate across our value chain to drive progress in the industry. We are in talks with our business partners on achieving gestation crate-free products via third-party certification.

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**100%**  
of owned brand pork is produced  
in an open pen gestation system<sup>94</sup>

---

## Animal welfare

Metric	FY2022	FY2021	FY2020	Framework
Percentage of revenue from eggs that originated from a cage-free environment	58%	57%	50%	SASB FB-FR-430a.2

<sup>91</sup> We expect suppliers to adhere to [animal-derived raw material product standards](#) in a number of material categories, with the exception of leather, which is our least consumed raw material category within relevant areas of business, and therefore not material.

<sup>92</sup> We believe that every animal deserves to be free from 1) hunger and thirst 2) discomfort 3) pain, injury or disease 4) to express normal behavior 5) from fear and distress for their entire lifetime, including birth, growth, rearing and breeding; when feeding, watering or sheltering; transport; and slaughter.

<sup>93</sup> This includes cage-free, free-range, or pasture-raised systems.

<sup>94</sup> Target reported for the first time in 2022.





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# About This Report

**Our reporting aligns to a number of leading international disclosure standards and frameworks. These frameworks and standards inform our disclosures and reflect our commitment to provide stakeholders a detailed, transparent and holistic account of our approach, performance and progress.**

The responses in the following indexes include links to further information where relevant.

## Scope

Target's 2023 reporting on sustainability and governance matters was published in September 2023 and reflects activities and initiatives in our fiscal year (FY) 2022 (January 30, 2022 – January 28, 2023). It also covers certain subsequent events and initiatives that occurred after the end of FY2022 and prior to publication, which we have endeavored to note as such. All quantitative goals and company data, unless otherwise stated, reflect FY2022. Unless noted, goals and other data in the report reflect our U.S. operations and/or owned brand portfolio, as relevant.

Our last report was published in July 2022 and reflects activities and initiatives in our FY2021.

## Report structure

Maintaining our Sustainability and Governance priorities through regular assessment of stakeholder inputs helps us confirm that we are focusing on topics that matter to us as a retailer and meeting the expectations of our investors and other stakeholders.

In 2022, we completed a comprehensive assessment of [Sustainability and Governance priorities](#) to further meet the expectations of our stakeholders. Our most recent assessment verifies that the review we completed in 2021 successfully identified the most critical priorities for Target and has resulted in some minor modifications to our reporting procedures. We conducted our prior assessment of our Sustainability and Governance priorities in 2018–2019.

The 2022 Sustainability and Governance priority assessment incorporated industry benchmark data and external stakeholder feedback in the forms of subject matter expert interviews. Through interviews with Target leadership across enterprise teams and external stakeholders, we gathered feedback on an initial topic list, which was informed by market research and the topics' potential importance to Target.

Issues deemed priority for the purposes of this report are not necessarily considered material for any other purpose, including U.S. Securities and Exchange Commission (SEC) reporting.

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 align to and index our reporting against frameworks and standards from the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), United Nations Sustainable Development Goals (UN SDGs), Task

Force on Climate-related Financial Disclosures (TCFD) and the UN Guiding Principles Reporting Framework (UNGPRF), where applicable. Icons in relevant sections clearly indicate what reporting frameworks and standards the content responds to.

Some of our climate and energy data are independently verified to a limited level of assurance. We did not seek external assurance for the remainder of this report.

Throughout the report, policies that do not have links are references to Target's internal policies that are not publicly available. Figures in this report and their accompanying footnotes have been rounded down to the nearest whole number, excluding scope 1 and 2 emissions values.

## Forward-looking statements

This report contains forward-looking statements based on our current assumptions and expectations. These statements are typically accompanied by the words "expect," "may," "could," "believe," "would," "might," "anticipates," "seek" or similar words. The principal forward-looking statements in this report include:

- Our goals, ambitions, commitments and programs.
- Our business plans, initiatives and objectives.
- Our assumptions and expectations.
- The scope and impact of risks and opportunities.
- Our anticipated partnerships.
- 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 significantly 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 28, 2023, 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.

## Disclaimer

Our goals and commitments include specific achievements we seek to accomplish, and they have aspirational components that may take years or decades to achieve. Our goals and commitments may be based upon certain assumptions and circumstances that may shift or evolve over time, possibly affecting our achievements, goals and commitments. We welcome your feedback on this report.

For more information or to provide comments, please contact us at: [CorporateResponsibility@Target.com](mailto:CorporateResponsibility@Target.com).





# Target Forward Progress Report Index

Transparency is key to maintaining and building trust with our stakeholders. To achieve meaningful change and hold ourselves accountable to our sustainability goals, Target commits to managing and measuring our performance against tangible goals and publicly reporting on our progress, challenges and opportunities.

Target Forward, our enterprise-wide sustainability strategy, builds on our purpose to help all families discover the joy of everyday life, and is grounded in a vision to co-create an equitable and regenerative future with our guests, partners and communities.

This Target Forward Progress Report Index, which we will update annually, includes metrics where possible demonstrating progress against

our Target Forward signature goals. We continue working across our business to establish measurement frameworks where needs remain. We recognize what is required to achieve our goals, including those where further progress is needed, and this index holds us accountable to continuing to advance this work.

For a snapshot of our FY2022 signature goal progress, see our [Target Forward Progress Report](#).

While we categorize Target Forward goals by ambition, all of the goals are interconnected and shouldn't be looked at in isolation.

## Design and Elevate Sustainable Brands

Signature Goals	Milestones	FY2022 Progress
By 2030, Target aims to be the market leader for creating and curating inclusive, sustainable brands and experiences.	By 2030, Target intends for the leading raw materials (e.g., forest products and cotton) that go into our owned brand products to be 100% recycled, regenerative or sustainably sourced.	Development of measurement infrastructure underway.
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.		Development of measurement infrastructure underway.
By 2025, Target plans for 100% of owned brand suppliers to have policies and programs to advance gender equity.		Development of measurement infrastructure underway.



## Innovate to Eliminate Waste

Signature Goals	Milestones	FY2022 Progress
By 2025, Target intends to reduce annual total virgin plastic in our owned brand packaging by 20%. <sup>96</sup>	By 2025, Target intends to have 100% of owned brand plastic packaging to be recyclable, compostable or reusable.	<ul style="list-style-type: none"> <li>22% of owned brand packaging is recyclable, compostable or reusable.</li> <li>8%<sup>96</sup> increase in total virgin plastic in our owned brand Food and Beverage and Essentials and Beauty packaging against 2020 baseline. This is due in part to global supply constraints, regulations, food contact and cost. We are applying lessons learned as we take necessary actions to reduce this number. To learn more, visit <a href="#">Product and Packaging Design</a>.</li> <li>15% of plastic in owned brand packaging is post-consumer recycled content.</li> <li>Launched two pilot programs aimed at reducing or eliminating single-use plastics.</li> </ul>
By 2040, Target commits to net zero <sup>97</sup> greenhouse gas emissions across our enterprise (scopes 1, 2 and 3).	By 2023, 80% of suppliers by spend (covering all purchased goods and services) will set science-based scope 1 and scope 2 targets.	<ul style="list-style-type: none"> <li>52% of suppliers, by spend, have set science-based reduction targets for scope 1 and 2 greenhouse gas emissions.</li> <li>60% of total energy sourced for our operations is renewable.</li> <li>34.9% decrease in market-based scope 1 and 2 emissions from 2017 baseline year.</li> <li>12%<sup>98</sup> increase in scope 3 emissions from 2017 baseline year.</li> <li>24%<sup>98</sup> increase in total scope 3 emissions covering retail purchased goods and services from 2017 baseline year.</li> <li>8% decrease in total scope 3 emissions from FY2021.</li> </ul>
	By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature.	
	By 2025, Target commits to source 60% of our electricity from renewable sources for our operations.	
	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 (scopes 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 goods & services from a 2017 base year.	
By 2030, Target plans to achieve zero waste to landfill in U.S. operations.	By 2030, Target intends to divert 90% of waste from landfill through reuse, recycling, donation and reduction strategies.	<ul style="list-style-type: none"> <li>83%<sup>99</sup> of operational waste was diverted from landfill.</li> <li>14% reduction in operational food waste from a 2017 baseline.</li> </ul>
By 2040, Target plans for 100% of our owned brand products to be designed for a circular future.	We intend to reduce waste through innovative circular programs.	
	By 2025, Target aims to offer two circular owned brands.	<ul style="list-style-type: none"> <li>Identified two brands to be designed for a circular future (Universal Thread and Everspring) by 2025.</li> </ul>

<sup>95</sup> From a 2020 baseline year.<sup>96</sup> Previously reported numbers included significant extrapolation to fill in data gaps. Investments in gathering data directly from our vendors has greatly increased data accuracy and reduced extrapolation.<sup>97</sup> Net zero, as defined, is achieved when a company's scope 1, 2 and 3 emissions are reduced to a level that is consistent with a 1.5°C pathway, and any residual emissions are removed from the atmosphere through either nature-based or technological carbon removal solutions (e.g., forestry, regenerative agriculture, carbon capture technology), by no later than 2050, in alignment with the Paris Agreement. Target

has committed to net zero greenhouse gas emissions across our enterprise, 10 years ahead of the Paris Agreement.

<sup>98</sup> As our business continues to grow, we are working to have our scope 3 reduction efforts outpace this growth. In 2022, we saw some positive progress through improved transportation options, specifically less air freight, and supplier emissions reductions due to Greening-the-Grid efforts, and we are working to implement innovative solutions to raw materials and supplier engagement to drive down our upstream emissions.<sup>99</sup> Waste diverted from landfill was inflated due to larger than expected inventory positions in FY22.



## Accelerate Opportunity and Equity

Signature Goals	Milestones	FY2022 Progress
By 2030, engage and elevate community voices as we seek to build and implement community-driven solutions.	By 2025, Target and Target Foundation plan to evolve our philanthropic practices and place-based solutions to invite participation from communities.	Development of measurement infrastructure underway.
Target aims to drive equitable opportunities and outcomes for advancement and engagement by continuing to be a leader in diversity, equity, inclusion and belonging.		<ul style="list-style-type: none"><li>Percentage of women in our global workforce:<ul style="list-style-type: none"><li>Hourly workforce: 56%</li><li>Exempt: 51%</li><li>Senior leadership: 48%</li></ul></li></ul>
Target aims to create equity through benefit access and affordability to enhance total well-being.	Target aims to empower team members to create the employment experience of their choice through personalized scheduling.	<ul style="list-style-type: none"><li>63% of team members are eligible for full-time benefits.</li><li>56% of store team members are receiving desired hours.</li></ul>



# GRI Index

We continue to report against the Global Reporting Initiative (GRI) Standards, the most widely used standard for reporting.

Target has reported the information cited in this GRI content index for the period covering (FY) 2022 (January 30, 2022 — January 28, 2023) with reference to the GRI Standards, specifically GRI 1: Foundation 2021.

## GRI Index

<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>
<b>Organization and its reporting practices</b>			
GRI 2: General Disclosures 2021	Organizational details	2-1	<a href="#">2022 Form 10-K</a> : Part 1. item 1. Business <a href="#">2022 Form 10-K</a> : Part 1. item 2. Properties <a href="#">About Us</a> p. 5
	Entities included in the organization's sustainability reporting	2-2	<a href="#">About This Report</a> p. 68
	Reporting period, frequency and contact point	2-3	<a href="#">Ethical Business</a> p. 50 <a href="#">About This Report</a> p. 68
	Restatements of information	2-4	<a href="#">Greenhouse Gas Emissions</a> p. 11
	External assurance	2-5	<a href="#">About This Report</a> p. 68
<b>Activities and workers</b>			
GRI 2: General Disclosures 2021	Activities, value chain and other business relationships	2-6	<a href="#">2022 Form 10-K</a> : Part 1. item 1. Business <a href="#">About Us</a> p. 5
	Employees	2-7	<a href="#">2022 Form 10-K</a> : Part 1. item 1. Business <a href="#">About Us</a> p. 5
<b>Governance</b>			
GRI 2: General Disclosures 2021	Governance structure and composition	2-9	<a href="#">2023 Proxy Statement</a> : Our Directors p. 9 <a href="#">2023 Proxy Statement</a> : Board Leadership Structure p. 10 <a href="#">2023 Proxy Statement</a> : Committees p. 11-13 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">2023 Proxy Statement</a> : Director Independence p. 17 <a href="#">2023 Proxy Statement</a> : Business Ethics and Conduct p. 18 <a href="#">2023 Proxy Statement</a> : Shareholder Engagement p. 18 <a href="#">2023 Proxy Statement</a> : Board Refreshment and Composition p. 21-23 <a href="#">2023 Proxy Statement</a> : 2023 Nominees for Director p. 23-29 <a href="#">Governing Sustainability Matters</a> p. 9 <a href="#">Board Committees &amp; Charters</a> <a href="#">Board of Directors &amp; Management</a> <a href="#">Board Skills &amp; Diversity</a>
	Nomination and selection of the highest governance body	2-10	<a href="#">2023 Proxy Statement</a> : Election and Nomination Process p. 19-20 <a href="#">2023 Proxy Statement</a> : Board and Committee Evaluations p. 20 <a href="#">2023 Proxy Statement</a> : Board Refreshment and Composition p. 21-23 <a href="#">2023 Proxy Statement</a> : 2023 Nominees for Director p. 23-29
	Chair of the highest governance body	2-11	<a href="#">2023 Proxy Statement</a> : Board Leadership Structure p. 10 <a href="#">Board of Directors &amp; Management</a>





# GRI Index

<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>
GRI 2: General Disclosures 2021	Role of the highest governance body in overseeing the management of impacts	2-12	<a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">2023 Proxy Statement</a> : Shareholder Engagement p. 18 <a href="#">2023 Proxy Statement</a> : Board and Committee Evaluations p. 20 <a href="#">Governing Sustainability Matters</a> p. 9 <a href="#">Ethical Business</a> p. 50 <a href="#">Board of Directors &amp; Management</a> <a href="#">Corporate Governance</a>
	Delegation of responsibility for managing impacts	2-13	<a href="#">Ethical Business</a> p. 50
	Role of the highest governance body in sustainability reporting	2-14	<a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17
	Conflicts of interest	2-15	<a href="#">2023 Proxy Statement</a> : Director Independence p. 17 <a href="#">2023 Proxy Statement</a> : Policy on Transactions with Related Persons p. 17-18 <a href="#">2023 Proxy Statement</a> : Business Ethics and Conduct p. 18
	Communication of critical concerns	2-16	<a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17
	Collective knowledge of the highest governance body	2-17	<a href="#">2023 Proxy Statement</a> : Shareholder Engagement p. 18 <a href="#">2023 Proxy Statement</a> : Election and Nomination Process p. 19-20 <a href="#">2023 Proxy Statement</a> : Board and Committee Evaluations p. 20 <a href="#">2023 Proxy Statement</a> : Board Refreshment and Composition p. 21-23 <a href="#">2023 Proxy Statement</a> : 2023 Nominees for Director p. 23-29
	Evaluation of the performance of the highest governance body	2-18	<a href="#">2023 Proxy Statement</a> : Board and Committee Evaluations p. 20 <a href="#">Corporate Governance</a>
	Remuneration policies	2-19	<a href="#">Compensation, Benefits and Well-Being</a> p. 36 <a href="#">2023 Proxy Statement</a> : Director Compensation p. 30-31 <a href="#">2023 Proxy Statement</a> : Stock Ownership Information p. 32-35 <a href="#">2023 Proxy Statement</a> : Compensation Discussion & Analysis p. 36-52 <a href="#">2023 Proxy Statement</a> : Compensation Tables p. 53-65
	Process to determine remuneration	2-20	<a href="#">Compensation, Benefits and Well-Being</a> p. 36 <a href="#">2023 Proxy Statement</a> : Director Compensation p. 30 <a href="#">2023 Proxy Statement</a> : Compensation Governance p. 49-52
	Annual total compensation ratio	2-21	<a href="#">2022 Form 10-K</a> : Part 1. item 1. Business <a href="#">2023 Proxy Statement</a> : Pay Ratio Disclosure p. 61

## Strategy, policies and practices



# GRI Index

<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>
GRI 2: General Disclosures 2021	Statement on sustainable development strategy	2-22	<a href="#">Target Forward: Our Sustainability Strategy</a> p. 6
	Policy commitments	2-23	<a href="#">Privacy and Cybersecurity</a> p. 53 <a href="#">Government Advocacy</a> p. 52 <a href="#">Human Rights</a> p. 63 <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">Water Use and Management</a> p. 29
	Embedding policy commitments	2-24	<a href="#">Ethical Business</a> p. 50 <a href="#">Privacy and Cybersecurity</a> p. 53 <a href="#">Product Quality and Safety</a> p. 55 <a href="#">Purchasing Practices</a> p. 57
	Processes to remediate negative impacts	2-25	<a href="#">Ethical Business</a> p. 50 <a href="#">Purchasing Practices</a> p. 57 <a href="#">Human Rights</a> p. 63
	Mechanisms for seeking advice and raising concerns	2-26	<a href="#">Human Rights</a> p. 63 <a href="#">Ethical Business</a> p. 50
	Compliance with laws and regulations	2-27	<a href="#">Environmental Impacts of Products</a> p. 25
	Membership associations	2-28	Target partners with numerous organizations to bring our corporate responsibility vision to life through our business operations, within our industry and across communities. Our <a href="#">trade association and policy-based organization support</a> can be found on our corporate website.
	Approach to stakeholder engagement	2-29	<a href="#">2023 Proxy Statement</a> : Shareholder Engagement p. 18 <a href="#">Product and Packaging Design</a> p. 19 <a href="#">Sustainability and Governance Priorities</a> p. 8
	Collective bargaining agreements	2-30	<a href="#">Compensation, Benefits and Well-Being</a> p. 36 None of our active workforce is covered under collective bargaining agreements.
<b>Economic performance</b>			
GRI 201: Economic Performance 2016	Management approach disclosures	3-3	<a href="#">Community Impact</a> p. 45 <a href="#">2023 Proxy Statement</a> : Shareholder Engagement p. 18 <a href="#">Infrastructure &amp; Finance Committee Charter</a> p. 1
	Direct economic value generated and distributed	201-1	<a href="#">Community Impact</a> p. 45 <a href="#">2022 Form 10-K</a> : Part II, Item 8: Financial Statements and Supplementary Data
	Financial implications and other risks and opportunities due to climate change	201-2	<a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 CDP Response</a> : Climate
	Defined benefit plan obligations and other retirement plans	201-3	<a href="#">2022 Form 10-K</a> : Part II, Item 8: Financial Statements and Supplementary Data
	Financial assistance received from government	201-4	Data is not available.



# GRI Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response
<b>Indirect Economic Impacts</b>			
GRI 203: Indirect Economic Impacts 2016	Management approach	3-3	<a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">Community Impact</a> p. 45 <a href="#">Access to Products and Services</a> p. 48 <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-16 <a href="#">Governance &amp; Sustainability Committee Charter</a> p. 1
	Infrastructure investments and services supported	203-1	<a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">Community Impact</a> p. 45 <a href="#">Diversity, Equity and Inclusion</a> p. 41
	Significant indirect economic impacts	203-2	<a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">Community Impact</a> p. 45 <a href="#">Diversity, Equity and Inclusion</a> p. 41 <a href="#">Access to Products and Services</a> p. 48
<b>Procurement Practices</b>			
GRI 204: Procurement Practices 2016	Management approach	3-3	<a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-16
	Proportion of spending on local suppliers	204-1	<a href="#">Purchasing Practices</a> p. 57
<b>Anti-Corruption</b>			
GRI 205: Anti-Corruption 2016	Management approach	3-3	<a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-16 <a href="#">Ethical Business</a> p. 50
	Operations assessed for risks related to corruption	205-1	<a href="#">Code of Ethics</a>
	Communication and training about anti-corruption policies and procedures	205-2	<a href="#">Ethical Business</a> p. 50
<b>Tax</b>			
GRI 207: Tax 2019	Tax governance, control, and risk management	207-2	<a href="#">2022 Form 10-K: Part II, Item 8: Financial Statements and Supplementary Data</a>
<b>Materials</b>			
GRI 301: Materials 2016	Management approach	3-3	<a href="#">Product and Packaging Design</a> p. 19 <a href="#">Environmental Impact of Products</a> <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-16 <a href="#">Governance &amp; Sustainability Committee Charter</a> p. 1
	Recycled input materials used	301-2	<a href="#">Product and Packaging Design</a> p. 19
	Reclaimed products and their packaging materials	301-3	<a href="#">Product and Packaging Design</a> p. 19



# GRI Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																																																																																																			
<b>Energy</b>																																																																																																						
GRI 302: Energy 2016	Management approach	3-3	<p><a href="#">Greenhouse Gas Emissions</a> p. 11  <a href="#">2023 Proxy Statement</a>: Core Functions of the Board p. 13-17</p>																																																																																																			
	Energy consumption within the organization	302-1	<p><a href="#">Greenhouse Gas Emissions</a> p. 11</p> <p>Energy data reported in different units were converted into gigajoules (GJ) using <a href="http://wwwonlineconversion.com/energy.htm">http://wwwonlineconversion.com/energy.htm</a>. Percentage of renewable on electricity grid is 33% using the CRS Utility Grid Accounting methodology for renewable mix, adopted by CDP, the Climate Registry and RE100.</p> <table border="1"> <thead> <tr> <th>Nonrenewable</th><th>FY2022</th><th>FY2021</th><th>FY2020</th><th>Units</th><th>Conversion factor</th><th>GJ (FY2022)</th><th>GJ (FY2021)</th><th>GJ (FY2020)</th></tr> </thead> <tbody> <tr> <td>Grid electricity*</td><td>1,894,853</td><td>2,159,727</td><td>2,556,860</td><td>MWh</td><td>3.600</td><td>6,821,472</td><td>7,775,018</td><td>9,204,695</td></tr> <tr> <td>Cooling (chilled water)*</td><td>12,082</td><td>13,358</td><td>14,586</td><td>MWh</td><td>3.600</td><td>43,494</td><td>48,090</td><td>52,509</td></tr> <tr> <td>Steam*</td><td>45,299</td><td>39,875</td><td>39,226</td><td>MMBtu</td><td>1.055</td><td>47,791</td><td>42,069</td><td>41,383</td></tr> <tr> <td>Nonrenewable total*</td><td>—</td><td>—</td><td>—</td><td>—</td><td>—</td><td>6,260,318</td><td>7,865,177</td><td>9,298,588</td></tr> <tr> <td colspan="9"><b>Renewable</b></td></tr> <tr> <td>Onsite solar (RECs)*</td><td>143,833</td><td>144,283</td><td>124,349</td><td>MWh</td><td>3.600</td><td>517,798</td><td>519,418</td><td>447,658</td></tr> <tr> <td>Off-site renewable (RECs)*</td><td>1,542,980</td><td>1,143,473</td><td>686,449</td><td>MWh</td><td>3.600</td><td>5,554,728</td><td>4,116,503</td><td>2,471,218</td></tr> <tr> <td>Grid electricity*</td><td>441,587</td><td>475,050</td><td>519,987</td><td>MWh</td><td>3.600</td><td>1,589,714</td><td>1,710,182</td><td>1,871,954</td></tr> <tr> <td>Renewable total*</td><td>—</td><td>—</td><td>—</td><td>—</td><td>—</td><td>7,662,240</td><td>6,346,103</td><td>4,790,830</td></tr> <tr> <td>Indirect energy use total*</td><td>—</td><td>—</td><td>—</td><td>—</td><td>—</td><td>14,574,997</td><td>14,211,280</td><td>14,089,417</td></tr> </tbody> </table> <p>Conversion factors for MWh to GJ: 3.600 and MMBtu to GJ: 1.055.  *Data have been independently verified or calculated using independently verified data.</p>	Nonrenewable	FY2022	FY2021	FY2020	Units	Conversion factor	GJ (FY2022)	GJ (FY2021)	GJ (FY2020)	Grid electricity*	1,894,853	2,159,727	2,556,860	MWh	3.600	6,821,472	7,775,018	9,204,695	Cooling (chilled water)*	12,082	13,358	14,586	MWh	3.600	43,494	48,090	52,509	Steam*	45,299	39,875	39,226	MMBtu	1.055	47,791	42,069	41,383	Nonrenewable total*	—	—	—	—	—	6,260,318	7,865,177	9,298,588	<b>Renewable</b>									Onsite solar (RECs)*	143,833	144,283	124,349	MWh	3.600	517,798	519,418	447,658	Off-site renewable (RECs)*	1,542,980	1,143,473	686,449	MWh	3.600	5,554,728	4,116,503	2,471,218	Grid electricity*	441,587	475,050	519,987	MWh	3.600	1,589,714	1,710,182	1,871,954	Renewable total*	—	—	—	—	—	7,662,240	6,346,103	4,790,830	Indirect energy use total*	—	—	—	—	—	14,574,997	14,211,280	14,089,417
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	Energy consumption outside of the organization	302-2	<a href="#">Greenhouse Gas Emissions</a> p. 11																																																																																																			
	Energy intensity	302-3	<a href="#">Greenhouse Gas Emissions</a> p. 11																																																																																																			



# GRI Index

GRI Standard	Disclosure Title	Disclosure Number	Target Response																																																																
GRI 302: Energy 2016	Reduction of energy consumption	302-4	<p><a href="#">Greenhouse Gas Emissions</a> p. 11</p> <p><b>2022 energy efficiency and conservation projects (U.S.)</b></p> <table border="1"> <thead> <tr> <th>Improvement</th><th>First-year energy savings (MWh)</th><th>Conversion factor</th><th>GJ</th></tr> </thead> <tbody> <tr> <td>2022 Backroom/Downlight LED</td><td>35,314</td><td>3.6</td><td>127,129</td></tr> <tr> <td>2022 Exterior LED (498 stores)</td><td>1,010</td><td>3.6</td><td>3,638</td></tr> <tr> <td>2022 Valence LED (393 stores)</td><td>9,001</td><td>3.6</td><td>32,402</td></tr> <tr> <td>2022 100 LED Completion (100 stores)</td><td>323</td><td>3.6</td><td>1,162</td></tr> <tr> <td>2022 Refrigeration Air-blades (311 stores)</td><td>8,261</td><td>3.6</td><td>29,740</td></tr> <tr> <td>Total reduction</td><td>53,909</td><td>N/A</td><td>194,071</td></tr> </tbody> </table> <p>Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives: 194,071 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 (2022 Fiscal Year). Engineering calculations based on MWh reductions converted into GJ.</p> <p><b>2021 energy efficiency and conservation projects (U.S.)</b></p> <table border="1"> <thead> <tr> <th>Improvement</th><th>First-year energy savings (MWh)</th><th>Conversion factor</th><th>GJ</th></tr> </thead> <tbody> <tr> <td>Exterior LED (554 stores)</td><td>1,124</td><td>3.6</td><td>4,047</td></tr> <tr> <td>Backroom/Downlight LED (554 stores)</td><td>41,656</td><td>3.6</td><td>149,960</td></tr> <tr> <td>Total energy consumption reduction</td><td>42,780</td><td>N/A</td><td>154,007</td></tr> </tbody> </table> <p><b>2020 energy efficiency and conservation projects (U.S.)</b></p> <table border="1"> <thead> <tr> <th>Improvement</th><th>First-year energy savings (MWh)</th><th>Conversion factor</th><th>GJ</th></tr> </thead> <tbody> <tr> <td>Parking Lot LED (549 stores)</td><td>25,746</td><td>3.6</td><td>92,686</td></tr> <tr> <td>Backroom/Downlight LED (521 stores)</td><td>38,129</td><td>3.6</td><td>137,265</td></tr> <tr> <td>Eco-Blades (281 stores)</td><td>1,802</td><td>3.6</td><td>6,486</td></tr> <tr> <td>Total energy consumption reduction</td><td>65,677</td><td>N/A</td><td>236,436</td></tr> </tbody> </table> <p>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.</p>	Improvement	First-year energy savings (MWh)	Conversion factor	GJ	2022 Backroom/Downlight LED	35,314	3.6	127,129	2022 Exterior LED (498 stores)	1,010	3.6	3,638	2022 Valence LED (393 stores)	9,001	3.6	32,402	2022 100 LED Completion (100 stores)	323	3.6	1,162	2022 Refrigeration Air-blades (311 stores)	8,261	3.6	29,740	Total reduction	53,909	N/A	194,071	Improvement	First-year energy savings (MWh)	Conversion factor	GJ	Exterior LED (554 stores)	1,124	3.6	4,047	Backroom/Downlight LED (554 stores)	41,656	3.6	149,960	Total energy consumption reduction	42,780	N/A	154,007	Improvement	First-year energy savings (MWh)	Conversion factor	GJ	Parking Lot LED (549 stores)	25,746	3.6	92,686	Backroom/Downlight LED (521 stores)	38,129	3.6	137,265	Eco-Blades (281 stores)	1,802	3.6	6,486	Total energy consumption reduction	65,677	N/A	236,436
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GRI 303: Water and Effluents 2018	Management approach	3-3	<p><a href="#">Water Use and Management</a> p. 29</p> <p><a href="#">2023 Proxy Statement</a>: Core Functions of the Board p. 13-17</p> <p><a href="#">Governance &amp; Sustainability Committee Charter</a> p. 1</p>																																																																
	Interactions with water as a shared resource	303-1	<a href="#">Water Use and Management</a> p. 29																																																																
	Management of water discharge-related impacts	303-2	<a href="#">Water Use and Management</a> p. 29																																																																
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<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>								
GRI 303: Water and Effluents 2018	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 cafes, bakeries, Starbucks and irrigation.								
<b>Biodiversity</b>											
GRI 304: Biodiversity 2016	Management approach	3-3	<a href="#">Biodiversity</a> p. 33 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17								
	Significant impacts of activities, products, and services on biodiversity	304-2	<a href="#">Biodiversity</a> p. 33 <a href="#">Environmental Impact of Products</a>								
<b>Emissions</b>											
GRI 305: Emissions 2016	Management approach	3-3	<a href="#">Greenhouse Gas Emissions</a> p. 11 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Governance &amp; Sustainability Committee Charter</a> p. 1								
	Direct (scope 1) GHG emissions	305-1	<a href="#">Greenhouse Gas Emissions</a> p. 11								
	Indirect (scope 2) GHG emissions	305-2	<a href="#">Greenhouse Gas Emissions</a> p. 11								
	Other indirect (scope 3) GHG emissions	305-3	<a href="#">Greenhouse Gas Emissions</a> p. 11								
			<b>Independently verified components of scope 3 indirect emissions (mtCO<sub>2</sub>e)</b>								
			<table border="1"> <thead> <tr> <th></th> <th>FY2022</th> <th>FY2021</th> <th>FY2020</th> </tr> </thead> <tbody> <tr> <td>Commercial air travel</td> <td>11,499<sup>100</sup></td> <td>2,040<sup>101</sup></td> <td>1,956<sup>101</sup></td> </tr> </tbody> </table>		FY2022	FY2021	FY2020	Commercial air travel	11,499 <sup>100</sup>	2,040 <sup>101</sup>	1,956 <sup>101</sup>
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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. GWP's 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.								
	GHG emissions intensity	305-4	<a href="#">Greenhouse Gas Emissions</a> p. 11								
			<b>Independently verified components of scope 3 indirect emissions (mtCO<sub>2</sub>e)</b>								
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GHG emissions intensity ratio (mtCO <sub>2</sub> e/SF)*	0.0056	0.0057 <sup>101</sup>	0.0062 <sup>101</sup>								
			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 <sub>2</sub> , CH <sub>4</sub> , N <sub>2</sub> O and HFCs.								
			*Data have been independently verified or calculated using independently verified data.								

100 Increase in emissions tied to commercial air travel is due to business travel resuming as pandemic-related travel holds lifted.

101 All 2020 and 2021 scope 3 figures have been restated from what was reported last year. This restatement is due to: an adjustment to estimate full well-to-wheel emissions; estimating the upstream emissions for vendor produced products entering our supply chain domestically; the inclusion of emissions from the sale of fuel-consuming products and fuels/feedstocks; and an adjustment to food &amp; beverage end-of-life to account for the consumption of the product.





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GRI 305: Emissions 2016	Reduction of GHG emissions	305-5	<p><a href="#">Greenhouse Gas Emissions</a> p. 11</p> <p><b>2022 GHG emissions reduction projects (U.S.)</b></p> <table border="1"> <thead> <tr> <th>Improvement</th><th>First-year energy savings (MWh)</th><th>Conversion factor</th><th>mtCO<sub>2</sub>e</th></tr> </thead> <tbody> <tr> <td>2022 Backroom/Downlight LED</td><td>35,314</td><td>0.5049</td><td>17,828</td></tr> <tr> <td>2022 Exterior LED (498 stores)</td><td>1,010</td><td>0.5049</td><td>510</td></tr> <tr> <td>2022 Valence LED (393 stores)</td><td>9,001</td><td>0.5049</td><td>4,544</td></tr> <tr> <td>2022 100 LED Completion (100 stores)</td><td>323</td><td>0.5049</td><td>163</td></tr> <tr> <td>2022 Refrigeration Air-blades (311 stores)</td><td>8,261</td><td>0.5049</td><td>4,171</td></tr> <tr> <td>Total reduction</td><td>53,909</td><td>N/A</td><td>27,216</td></tr> </tbody> </table> <p>Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Chosen base year or baseline: Annual Value (2022 Fiscal Year). Engineering calculations based on MWh reductions converted into mtCO<sub>2</sub>e. The reductions in GHG emissions occurred in direct (scope 1) and indirect (scope 2) emissions.</p> <p><b>2021 GHG emissions reduction projects (U.S.)</b></p> <table border="1"> <thead> <tr> <th>Improvement</th><th>First-year energy savings (MWh)</th><th>Conversion factor</th><th>mtCO<sub>2</sub>e</th></tr> </thead> <tbody> <tr> <td>Exterior LED (654 stores)</td><td>1,124</td><td>0.3823</td><td>431</td></tr> <tr> <td>Backroom/Downlight LED (554 stores)</td><td>41,656</td><td>0.3823</td><td>15,956</td></tr> <tr> <td>Total energy consumption reduction</td><td>42,780</td><td>N/A</td><td>16,387</td></tr> </tbody> </table> <p>Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs. Chosen base year or baseline: Annual Value (2020 Fiscal Year). Engineering calculations based on MWh reductions converted into mtCO<sub>2</sub>e. The reductions in GHG emissions occurred in direct (scope 1) and indirect (scope 2) emissions.</p> <p><b>2020 GHG emissions reduction projects (U.S.)</b></p> <table border="1"> <thead> <tr> <th>Improvement</th><th>First-year energy savings (MWh)</th><th>Conversion factor</th><th>mtCO<sub>2</sub>e</th></tr> </thead> <tbody> <tr> <td>Parking Lot LED (549 stores)</td><td>25,746</td><td>0.3834</td><td>9,870</td></tr> <tr> <td>Backroom/Downlight LED (521 stores)</td><td>38,129</td><td>0.3834</td><td>14,617</td></tr> <tr> <td>Eco-Blades (281 stores)</td><td>1,802</td><td>0.3834</td><td>691</td></tr> <tr> <td>Total energy consumption reduction</td><td>65,677</td><td>N/A</td><td>25,178</td></tr> </tbody> </table>	Improvement	First-year energy savings (MWh)	Conversion factor	mtCO <sub>2</sub> e	2022 Backroom/Downlight LED	35,314	0.5049	17,828	2022 Exterior LED (498 stores)	1,010	0.5049	510	2022 Valence LED (393 stores)	9,001	0.5049	4,544	2022 100 LED Completion (100 stores)	323	0.5049	163	2022 Refrigeration Air-blades (311 stores)	8,261	0.5049	4,171	Total reduction	53,909	N/A	27,216	Improvement	First-year energy savings (MWh)	Conversion factor	mtCO <sub>2</sub> e	Exterior LED (654 stores)	1,124	0.3823	431	Backroom/Downlight LED (554 stores)	41,656	0.3823	15,956	Total energy consumption reduction	42,780	N/A	16,387	Improvement	First-year energy savings (MWh)	Conversion factor	mtCO <sub>2</sub> e	Parking Lot LED (549 stores)	25,746	0.3834	9,870	Backroom/Downlight LED (521 stores)	38,129	0.3834	14,617	Eco-Blades (281 stores)	1,802	0.3834	691	Total energy consumption reduction	65,677	N/A	25,178
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GRI Standard	Disclosure Title	Disclosure Number	Target Response
<b>Effluents and Waste</b>			
GRI 306: Waste 2020	Management approach	3-3	<a href="#">Purchasing Practices</a> p. 57 <a href="#">Waste Elimination and Reduction</a> p. 21 <a href="#">Waste Elimination &amp; Reduction</a> <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Governance &amp; Sustainability Committee Charter</a> p. 1
	Waste generation and significant waste-related impacts	306-1	<a href="#">Waste Elimination and Reduction</a> p. 21
	Management of significant waste-related impacts	306-2	<a href="#">Waste Elimination and Reduction</a> p. 21
	Waste generated	306-3	<a href="#">Waste Elimination and Reduction</a> p. 21
	Waste diverted from disposal	306-4	<a href="#">Waste Elimination and Reduction</a> p. 21 <a href="#">Responsible disposal of waste</a> <a href="#">table</a> p. 23
	Waste directed to disposal	306-5	<a href="#">Waste Elimination and Reduction</a> p. 21
<b>Supplier and Environmental Assessment</b>			
GRI 308: Supplier Environmental Assessment 2016	Management approach	3-3	<a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">Business Partner Code of Conduct</a> <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Audit &amp; Risk Committee Charter</a> p. 1
	New suppliers that were screened using environmental criteria	308-1	<a href="#">Environmental Impacts of Products</a> p. 25
	Negative environmental impacts in the supply chain and actions taken	308-2	<a href="#">Environmental Impacts of Products</a> p. 25
<b>Employment</b>			
GRI 401: Employment 2016	Management approach	3-3	<a href="#">Compensation, Benefits and Well-Being</a> p. 36 <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Compensation &amp; Human Capital Management Committee Charter</a>
	Benefits provided to full-time employees that are not provided to temporary or part-time employees	401-2	<a href="#">Supporting Our Team Members</a> p. 34 <a href="#">Benefits</a>
	Parental leave	401-3	<a href="#">Compensation, Benefits and Well-Being</a> p. 36
<b>Occupational Health and Safety</b>			
GRI 403: Occupational Health and Safety 2018	Management approach	3-3	<a href="#">Supporting Our Team Members</a> p. 34 <a href="#">Workplace Health and Safety</a> p. 39 <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Compensation &amp; Human Capital Management Committee Charter</a> p. 1 <a href="#">Workplace Health &amp; Safety</a> <a href="#">Food Safety Quality &amp; Regulatory Compliance Tools and Processes</a>
	Occupational health and safety management system	403-1	<a href="#">Workplace Health and Safety</a> p. 39
	Hazard identification, risk assessment, and incident investigation	403-2	<a href="#">Workplace Health and Safety</a> p. 39
	Occupational health services	403-3	<a href="#">Workplace Health and Safety</a> p. 39



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<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>
GRI 403: Occupational Health and Safety 2018	Worker participation, consultation, and communication on occupational health and safety	403-4	<a href="#">Workplace Health and Safety</a> p. 39
	Worker training on occupational health and safety	403-5	<a href="#">Workplace Health and Safety</a> p. 39
	Promotion of worker health	403-6	<a href="#">Compensation, Benefits and Well-Being</a> p. 36 <a href="#">Workplace Health and Safety</a> p. 39
	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	403-7	<a href="#">Workplace Health and Safety</a> p. 39
<b>Training and Education</b>			
GRI 404: Training and Education 2016	Management approach	3-3	<a href="#">Supporting Our Team Members</a> p. 34 <a href="#">Compensation, Benefits and Well-Being</a> p. 36 <a href="#">Talent and Development</a> p. 40 <a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Compensation &amp; Human Capital Management Committee Charter</a> p. 2
	Average hours of training per year per employee	404-1	<a href="#">Compensation, Benefits and Well-Being</a> p. 36
	Programs for upgrading employee skills and transition assistance programs	404-2	<a href="#">Supporting Our Team Members</a> p. 34 <a href="#">Compensation, Benefits and Well-Being</a> p. 36 <a href="#">Talent and Development</a> p. 40
	Percentage of employees receiving regular performance and career development reviews	404-3	<a href="#">Talent and Development</a> p. 40
<b>Diversity and Equal Opportunity</b>			
GRI 405: Diversity and Equal Opportunity 2016	Management approach	3-3	<a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">Diversity, Equity and Inclusion</a> p. 41 <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Compensation &amp; Human Capital Management Committee Charter</a> p. 2
	Diversity of governance bodies and employees	405-1	<a href="#">Board and Workplace Diversity</a> p. 42
	Ratio of basic salary and remuneration of women to men	405-2	<a href="#">Supporting Our Team Members</a> p. 34 <a href="#">Compensation, Benefits and Well-Being</a> p. 36
<b>Non-discrimination</b>			
GRI 406: Non-discrimination 2016	Management approach	3-3	<a href="#">Diversity, Equity and Inclusion</a> p. 41 <a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17 <a href="#">Code of Ethics</a> <a href="#">Compensation &amp; Human Capital Management Committee Charter</a> p. 2



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<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>
<b>Child Labor</b>			
GRI 408: Child Labor 2016	Management approach  Operations and suppliers at significant risk for incidents of child labor	3-3  408-1	<a href="#">Human Rights</a> p. 63 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Human Rights</a> p. 63
<b>Forced or Compulsory Labor</b>			
GRI 409: Forced or Compulsory Labor 2016	Management approach  Operations and suppliers at significant risk for incidents of forced or compulsory labor	3-3  409-1	<a href="#">Human Rights</a> p. 63 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Audit &amp; Risk Committee Charter</a> p. 5 <a href="#">Code of Ethics</a> <a href="#">Human Rights</a> p. 63
<b>Local Communities</b>			
GRI 413: Local Communities 2016	Management approach  Operations with local community engagement, impact assessments and development programs  Operations with significant actual and potential negative impacts on local communities	3-3  413-1  413-2	<a href="#">Community Impact</a> p. 45 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Compensation &amp; Human Capital Management Committee Charter</a> p. 2 <a href="#">Community Impact</a> p. 45 <a href="#">Community Impact</a> p. 45
<b>Supplier Social Assessment</b>			
GRI 414: Supplier Social Assessment 2016	Management approach  New suppliers that were screened using social criteria  Negative social impacts in the supply chain and actions taken	3-3  414-1  414-2	<a href="#">Human Rights</a> p. 63 <a href="#">Purchasing Practices</a> p. 57 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Purchasing Practices</a> p. 57 <a href="#">Human Rights</a> p. 63 <a href="#">Purchasing Practices</a> p. 57 <a href="#">Responsible Sourcing</a> <a href="#">Responsible Sourcing and Sustainability Audit Program</a>
<b>Public Policy</b>			
GRI 415: Public Policy 2016	Management approach  Political contributions	3-3  415-1	<a href="#">Government Advocacy</a> p. 52 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Governance &amp; Sustainability Committee Charter</a> p. 1 <a href="#">Issue Advocacy</a> <a href="#">Government Advocacy</a> p. 52 <a href="#">Political Engagement</a> <a href="#">Public Policy &amp; Civic Activity</a> <a href="#">2022 Target Corporate Political Contributions</a>



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<b>GRI Standard</b>	<b>Disclosure Title</b>	<b>Disclosure Number</b>	<b>Target Response</b>
<b>Customer Health and Safety</b>			
GRI 416: Customer Health and Safety 2016	Management approach	3-3	<a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Audit &amp; Risk Committee Charter p. 5</a>
	Assessment of the health and safety impacts of product and service categories	416-1	<a href="#">Product Quality and Safety</a> p. 55
	Incidents of noncompliance concerning the health and safety impacts of products and services	416-2	<a href="#">Product Quality and Safety</a> p. 55 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.
<b>Marketing and Labeling</b>			
GRI 417: Marketing and Labeling 2016	Management approach	3-3	<a href="#">Access to Products and Services</a> p. 48 <a href="#">Target Wellness Icons</a>
<b>Customer Privacy</b>			
GRI 418: Customer Privacy 2016	Management approach	3-3	<a href="#">Privacy and Cybersecurity</a> p. 53 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Privacy Policy</a> <a href="#">Audit &amp; Risk Committee Charter p. 5</a>
	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.  <a href="#">Privacy and Cybersecurity</a> p. 53 <a href="#">2022 Form 10-K</a> : Part I. Item 1A. Risk Factors



# SASB Index

The Sustainability Accounting Standards Board (SASB) is an independent standards-setting organization that promotes the disclosure of 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.

## SASB Index

Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
<b>SASB Multiline and Specialty Retailers &amp; Distributors Standard</b>					
Energy Management in Retail & Distribution	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Quantitative	CG-MR-130a.1	(1) 20,835,316 <sup>102</sup> GJ (2) 40% <sup>103</sup> (3) 60%	<a href="#">Greenhouse Gas Emissions</a> p. 11
Data Security	Description of approach to identifying and addressing data security risks  (1) Number of data breaches (2) percentage involving personally identifiable information (PII) (3) number of customers affected	Discussion & Analysis  Quantitative	CG-MR-230a.1  CG-MR-230a.2	We do not currently report on the number of data breaches, percentage involving PII or number of customers affected.	<a href="#">Privacy and Cybersecurity</a> p. 53 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Code of Ethics</a>
Labor Practices	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region  (1) Voluntary and (2) involuntary turnover rate for in-store employees  Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative  Quantitative  Quantitative	CG-MR-310a.1  CG-MR-310a.2  CG-MR-310a.3	(1) \$17.64 per hour of store and distribution center employees (average wage of all hourly team members as of FY2022 year end; excludes overtime and benefits; includes full- and part-time team members). (2) 0% in-store and distribution center employees earning minimum wage.  We do not currently report on the breakdown by region of in-store employees earning minimum wage.  We do not currently report on voluntary or involuntary turnover rates for in-store employees.  We do not currently report on monetary losses as a result of legal proceedings associated with labor law violations.	<a href="#">Compensation, Benefits and Well-Being</a> p. 36





Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Workforce Diversity, Equity, & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	Quantitative	CG-MR-330a.1	(1) Management: 57% female in global workforce, 45% racially diverse in U.S. workforce (25% Hispanic/Latino, 13% Black/African American, 4% Asian, 3% Multiracial, <1% Native Hawaiian/Pacific Islander, <1% American Indian/Alaska Native)	<a href="#">Board and Workplace Diversity</a> p. 42 <a href="#">Workforce Diversity Report</a>
				(2) Non-management: 56% female in global workforce, 54% racially diverse in U.S. workforce (29% Hispanic/Latino, 16% Black/African American, 5% Asian, 3% Multiracial, <1% Native Hawaiian/Pacific Islander, <1% American Indian/Alaska Native)	
Product Sourcing, Packaging & Marketing	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	Quantitative	CG-MR-310a.3	We do not currently report monetary losses taken as a result of legal proceedings associated with employment discrimination.	
Activity Metrics	Revenue from products third-party certified to environmental and/or social sustainability standards	Quantitative	CG-MR-410a.1	We do not currently report on revenue from products third-party certified to environmental and/or sustainability standards.	
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion & Analysis	CG-MR-410a.2		<a href="#">Chemicals</a> p. 31 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Product &amp; Packaging Design</a> <a href="#">Waste Elimination &amp; Reduction</a>
	Discussion of strategies to reduce the environmental impact of packaging	Discussion & Analysis	CG-MR-410a.3		<a href="#">Product and Packaging Design</a> p. 19 <a href="#">Waste Elimination and Reduction</a> p. 21
SASB Food Retailers & Distributors Standard	Number of (1) retail locations and (2) distribution centers	Quantitative	CG-MR-000.A	(1) 1,948 stores (2) 55 supply chain facilities, also known as distribution centers	<a href="#">2022 Form 10-K</a> : Item 2. Properties: p. 7-14
	Total area of (1) retail space and (2) distribution centers	Quantitative	CG-MR-000.B	(1) 244,584 sq. ft. (2) 57 million sq. ft.	<a href="#">2022 Form 10-K</a> : Item 2. Properties: p. 7-14
Fleet Fuel Management	Fleet fuel consumed, percentage renewable	Quantitative	FB-FR-110a.1	We do not have our own fleet and use third parties.	
Air Emissions from Refrigeration	Gross global scope 1 emissions from refrigerants	Quantitative	FB-FR-110b.1	455,197 mtCO <sub>2</sub> e	<a href="#">Greenhouse Gas Emissions</a> p. 11
	Percentage of refrigerants consumed with zero ozone-depleting potential	Quantitative	FB-FR-110b.2	99.28% of refrigerant emitted is non-ozone depleting.	
	Average refrigerant emissions rate	Quantitative	FB-FR-110b.3	13.7 corporate emissions rate for EPA-applicable refrigeration systems > 50 lbs.	<a href="#">Greenhouse Gas Emissions</a> p. 11



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Energy Management	(1) Operational energy consumed (2) percentage grid electricity (3) percentage renewable	Quantitative	FB-FR-130a.1	(1) 20,835,316 GJ operational energy consumed (2) 40% grid electricity (3) 60% renewable	<a href="#">Greenhouse Gas Emissions</a> p. 11
Food Waste Management	Amount of food waste generated, percentage diverted from the waste stream	Quantitative	FB-FR-150a.1	Target donated 124.5 million pounds of food, the equivalent of 87.7 million meals. We composted/sent to anaerobic digestion 8,562 tons of food waste. We do not currently report on the percentage of food waste diverted from the waste stream.	<a href="#">Waste Elimination and Reduction</a> p. 21
Data Security	(1) Number of data breaches (2) percentage involving personally identifiable information (PII) (3) number of customers affected	Quantitative	FB-FR-230a.1	We do not currently report on the number of data breaches, percentage involving PII or number of customers affected.	<a href="#">Privacy and Cybersecurity</a> p. 53
	Description of approach to identifying and addressing data security risks	Discussion and Analysis	FB-FR-230a.2		<a href="#">Privacy and Cybersecurity</a> p. 53
Food Safety	High-risk food safety violation rate	Quantitative	FB-FR-250a.1	We do not currently report on high-risk food safety violation rates.	
	(1) Number of recalls (2) number of units recalled (3) percentage of units recalled that are private-label products	Quantitative	FB-FR-250a.2	We do not currently report on food recalls.	
Product Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Quantitative	FB-FR-260a.1	We do not currently report on revenue from products labeled and/or marketed to promote health and nutrition attributes.	
	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		<a href="#">Product Quality and Safety</a> p. 55 <a href="#">Good &amp; Gather FAQs (brand &amp; ingredient standards)</a> <a href="#">Target wellness icons</a> <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17
Product Labeling & Marketing	Number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes	Quantitative	FB-FR-270a.1	We do not currently report on the number of incidents of non-compliance with industry or regulatory labeling and/or marketing codes.	
	Total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices	Quantitative	FB-FR-270a.2	We do not currently report total amount of monetary losses as a result of legal proceedings associated with marketing and/or labeling practices.	



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Labor Practices	(1) Average hourly wage and (2) percentage of in-store and distribution center employees earning minimum wage, by region	Quantitative	FB-FR-310a.1	<p>1) \$17.64 per hour of store and supply chain facility employees (average wage of all hourly team members as of FY2022 year end; excludes overtime and benefits; includes full- and part-time team members).</p> <p>(2) 0% in-store and distribution center employees earning minimum wage.</p> <p>We do not currently report on the breakdown by region of percentage of in-store and distribution employees earning minimum wage.</p>	<a href="#">Compensation, Benefits and Well-Being p. 36</a>
	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.	
	(1) Number of work stoppages and (2) total days idle	Quantitative	FB-FR-310a.3	We do not currently report on number of work stoppages and total days idle.	
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	Quantitative	FB-FR-310a.4	We do not currently report on the monetary losses as a result of proceedings associated with labor law violations.	
	Revenue from products third-party certified to environmental or social sustainability sourcing standard	Quantitative	FB-FR-430a.1	We do not currently report on revenue from products third-party certified to environmental or social sustainability sourcing standard.	
Management of Environmental & Social Impacts in the Supply Chain	Percentage of revenue from (1) eggs that originated from a cage-free environment	Quantitative	FB-FR-430a.2	58%	<a href="#">Animal Welfare p. 66</a>
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion & Analysis	FB-FR-430a.3		<a href="#">Responsible Supply Chains p. 56</a> <a href="#">Human Rights p. 63</a> <a href="#">Animal Welfare p. 66</a> <a href="#">Product and Packaging Design p. 19</a> <a href="#">2023 Proxy Statement: Core Functions of the Board p. 13-17</a> <a href="#">Animal Welfare Purchasing Practices</a>
	Discussion of strategies to reduce the environmental impact of packaging	Discussion & Analysis	FB-FR-430a.4		<a href="#">Product and Packaging Design p. 19</a> <a href="#">Waste Elimination and Reduction p. 21</a>



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Activity Metrics	Number of (1) retail locations and (2) distribution centers	Quantitative	FB-FR-000.A	(1) 1,948 stores (2) 55 supply chain facilities, also known as distribution centers	
	Total area of (1) retail space and (2) distribution centers	Quantitative	FB-FR-000.B	(1) 244,584 sq. ft. (2) 57 million sq. ft.	
	Number of vehicles in commercial fleet	Quantitative	FB-FR-000.C	We do not have our own fleet and use third parties.	
	Ton miles travelled	Quantitative	FB-FR-000.D	We do not have our own fleet and use third parties.	
<b>SASB Apparel, Accessories &amp; Footwear Standard</b>					
Management of Chemicals in Products	Discussion of processes to maintain compliance with restricted substances regulations	Discussion & Analysis	CG-AA-250a.1		<a href="#">Chemicals</a> p. 31 <a href="#">Chemicals</a> <a href="#">Product Safety and Quality Assurance Tools and Processes</a> <a href="#">2023 Proxy Statement: Core Functions of the Board</a> p. 13-17
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	Discussion & Analysis	CG-AA-250a.2		<a href="#">Chemicals</a> p. 31
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	We expect suppliers that produce our owned and exclusive brands, as well as those that produce nationally branded products for which Target is the importer of record, to participate in our Responsible Sourcing and Sustainability audit program. This includes complying with all applicable national and local laws as well as our Standards of Vendor Engagement (SOVE). The SOVE defines the scope of suppliers' environmental obligations, including: Environmental management and monitoring systems; Water stewardship; Waste reduction and disposal; Energy management; Air emissions.	<a href="#">Water Use and Management</a> p. 29
	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) 99% of Tier 1 apparel supplier facilities (2) 84% of Tier 2 apparel supplier facilities (fabric mills, packaging factories and trim factories)	<a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">Responsible Supply Chain</a> p. 56



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
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) total audits conducted by a third-party auditor	Quantitative	CG-AA-430b.1	(1) 78% Tier 1 supplier facilities audited (2) 50% Tier 2 supplier facilities and beyond audited (3) 98% of total audits conducted by independent third-party auditor. Target conducted 1,201 unannounced audits, which represents 1% of all audits	<a href="#">Purchasing Practices</a> p. 57
	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	CG-AA-430b.2	Of the 2.5% of our audits that yielded a noncompliant result, 100% of them were of the highest severity and, therefore, priority non-conformances.  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.	
	Description of the greatest (1) labor and (2) environmental, health, and safety risks in the supply chain	Discussion & Analysis	CG-AA-430b.3		<a href="#">Purchasing Practices</a> p. 57 <a href="#">Environmental Impacts of Products</a> p. 25
Raw Materials Sourcing	(1) List of priority raw materials; for each priority raw material: (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities	Discussion & Analysis	CG-AA-440a.3		<a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">2023 CDP Response</a> <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">2022 Form 10-K</a> : Item 1A. Risk Factors p. 7-14 <a href="#">Cotton Commitment</a> <a href="#">Business Partner Code of Conduct</a>



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Raw Materials Sourcing	(1) Amount of priority raw materials purchased, by material (2) amount of each priority raw material that is certified to a third-party environmental and/or social standard, by standard	Quantitative	CG-AA-440a.4	Palm oil: 94% of owned brand, specific categories <sup>104</sup> only, is RSPO certified; <sup>105</sup> 1% Segregated, 88% Mass Balance, 4% Identify Preserved.  Coffee: 100% of Archer Farms and Good & Gather coffee SKUs (bags and pods) certified by Fair Trade USA.  Cotton: 137,999 metric tonnes BCI and 31,715 metric tonnes U.S. LEADS in owned brand products.  Wood & pulp: 90% of owned brand paper-based packaging (by weight) sourced from mostly FSC-certified — and some PEFC- and SFI-certified — forests.	<a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">Responsible Sourcing</a>
Activity Metric	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Quantitative	CG-AA-000.A		<a href="#">Global Factory List</a>
<b>SASB E-Commerce Standard</b>					
Hardware Infrastructure Energy & Water Management	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable  (1) Total water withdrawn (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress  Discussion of the integration of environmental considerations into strategic planning for data center needs	Quantitative Quantitative Discussion & Analysis	CG-EC-130a.1 CG-EC-130a.2 CG-EC-130a.3	(1) 20,835,316 <sup>106</sup> GJ (2) 40% <sup>107</sup> (3) 60%  (1) Withdrew 11,229 ML of water (>99% % from municipal water utilities), of which (2) 37% (4,154 ML) was from areas with World Resources Institute (WRI) baseline water-stress characterizations of high or extremely high  We do not currently report on the integration of environmental considerations into strategic planning for data center needs.	<a href="#">Water Use and Management</a> p. 29
Data Privacy & Advertising Standards	Number of users whose information is used for secondary purposes  Description of policies and practices relating to behavioral advertising and user privacy	Quantitative Discussion & Analysis	CG-EC-220a.1 CG-EC-220a.2	We do not currently report on the number of users whose information is used for secondary purposes.  	<a href="#">Privacy and Cybersecurity</a> p. 53 <a href="#">Code of Ethics</a> <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17
Data Security	Description of approach to identifying and addressing data security risks  (1) Number of data breaches (2) percentage involving personally identifiable information (PII) (3) number of users affected	Discussion & Analysis Quantitative	CG-EC-230a.1 CG-EC-230a.2		<a href="#">Privacy and Cybersecurity</a> p. 53
				We do not currently report on the number of data breaches, percentage involving PII or number of customers affected.	<a href="#">Privacy and Cybersecurity</a> p. 53

<sup>104</sup> Owned brand food, household cleaning, personal care, baby care, beauty, cosmetics and candle products.<sup>105</sup> We are no longer reporting against RSPO's "Book & Claim" trading model since it no longer meets certification requirements for Target's 2022 commitment. This was done to keep pace with external expectations of Target, setting new SBTi commitments, align with industry peers, support broader Target Forward goals and to stay ahead of regulatory/legal requirements. The reduction in total percentage of RSPO certified palm oil consumed in specific owned brand product categories reported from 2021 (100%) to 2022 (94%) is due to our removing "Book & Claim" from our reporting.<sup>106</sup> Data have been independently verified or calculated using independently verified data.<sup>107</sup> Excludes grid mix renewables.



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Employee Recruitment, Inclusion, and Performance	Employee engagement as a percentage	Quantitative	CG-EC-330a.1	71% of Target Team engaged with the Target TeamVoice annual census survey.	<a href="#">Compensation, Benefits, and Well-Being p. 36</a>
	(1) Voluntary and (2) involuntary turnover rate for all employees	Quantitative	CG-EC-330a.2	We do not currently report on voluntary and involuntary turnover rate for all employees.	
	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Quantitative	CG-EC-330a.3	(1) Management: 57% female in global workforce. 45% racially diverse in U.S. workforce (25% Hispanic/Latino, 13% Black/African American, 4% Asian, 3% Multiracial, <1% Native Hawaiian/Pacific Islander, <1% American Indian/Alaska Native) (2) Non-management: 56% female in global workforce. 54% racially diverse in U.S. workforce (29% Hispanic/Latino, 16% Black/African American, 5% Asian, 3% Multiracial, <1% Native Hawaiian/Pacific Islander, <1% American Indian/Alaska Native)	
	Percentage of technical employees who are H1B visa holders	Quantitative	CG-EC-330a.4	We do not currently report on the percentage of technical employees who are H1B visa holders.	
Product Packaging & Distribution	Total greenhouse gas (GHG) footprint of product shipments	Quantitative	CG-EC-410a.1	We do not currently report on the total GHG footprint of product shipments.	
	Discussion of strategies to reduce the environmental impact of product delivery	Discussion & Analysis	CG-EC-410a.2	We do not currently report on strategies to reduce the environmental impact of product delivery.	
Activity Metric	Entity-defined measure of user activity	Quantitative	CG-EC-000.A	18% of sales digitally originated	
	Data processing capacity, percentage outsourced	Quantitative	CG-EC-000.B	We do not currently report on data processing capacity, percentage outsourced.	
	Number of shipments	Quantitative	CG-EC-000.C	We do not currently report on the number of shipments.	
<b>SASB Household &amp; Personal Products Standard</b>					
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 11,229 ML of water (>99% from municipal water utilities), of which (2) 37% (4,154 ML) was from areas with World Resources Institute (WRI) baseline water-stress characterizations of High or Extremely High	<a href="#">Water Use and Management p. 29</a>
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion & Analysis	CG-HP-140a.2		<a href="#">Water Use and Management p. 29</a> <a href="#">2023 Proxy Statement: Core Functions of the Board p. 13-17</a> <a href="#">Water</a>



Topic	SASB Accounting Metric	Category	Code	Target 2022 Data	Reference
Product Environmental, Health, and Safety Performance	Revenue from products that contain REACH substances of very high concern (SVHC)	Quantitative	CG-HP-250a.1	Because REACH is specific to the European market, we do not report on revenue from products that contain REACH substances.	
	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	Quantitative	CG-HP-250a.2	We do not currently report on revenue from products that contain substances on the California DTSC Candidate Chemicals List.	<a href="#">Chemicals</a> p. 31
	Discussion of process to identify and manage emerging materials and chemicals of concern	Discussion & Analysis	CG-HP-250a.3		<a href="#">Chemicals</a> p. 31 <a href="#">Chemicals</a> <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17
	Revenue from products designed with green chemistry principles	Quantitative	CG-HP-250a.4	We do not currently report on revenue from products designed with green chemistry principles.	
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	(1) Total weight of plastic packaging: 84,929 metric tonnes. (2) Recycled content (PCR): 17,437 metric tonnes. 90% of owned brand paper-based retail packaging was sourced from sustainably managed forests. Our plastic bags contain a minimum of 40% recycled content. (3) Plastic packaging considered recyclable: 23%	<a href="#">Product and Packaging Design</a> p. 19
	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Discussion & Analysis	CG-HP-410a.2		<a href="#">Product and Packaging Design</a> p. 19 <a href="#">Waste Elimination and Reduction</a> p. 21
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 <sup>108</sup>	Quantitative	CG-HP-430a.1	8,005 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 94% was RSPO certified, with 4% certified as Identity Preserved, 1% as Segregated and 88% as Mass Balance.	<a href="#">Environmental Impacts of Products</a> p. 25 <a href="#">Palm Oil Commitment</a>
Activity Metric	Units of products sold, total weight of products sold	Quantitative	CG-HP-000.A	We do not currently report on units of products sold and total weight of products sold.	
	Number of manufacturing facilities	Quantitative	CG-HP-000.B	There are 4,126 registered manufacturing facilities in 60 countries across all categories of owned brands and where Target is importer of record. There are 1,056 facilities in 34 countries producing Target brand foods. There are 1,909 factories in 40 countries producing Target-brand non-food products.	<a href="#">Global Factory List</a>

<sup>108</sup> We are no longer reporting against RSPO's "Book & Claim" trading model since it no longer meets certification requirements for Target's 2022 commitment. This was done to keep pace with external expectations of Target, setting new SBTi commitments, align with industry peers, support broader Target Forward goals and to stay ahead of regulatory/legal requirements. The reduction in total percentage of RSPO certified palm oil consumed in specific owned brand product categories reported from 2021 (100%) to 2022 (94%) is due to our removing "Book & Claim" from our reporting.



# SDG Index

We recognize the importance of the United Nations 2030 Agenda for Sustainable Development. The UN Sustainable Development Goals (SDGs) call on governments, businesses and civil society organizations to address the most urgent problems facing our world today. The goals urge all sectors of society to drive greater participation and leadership, and to invest more resources into solutions that reduce inequality and tackle the escalating climate emergency.

We value the significant role the SDGs play in driving equitable, inclusive and sustainable development, and we're proud to share how we're contributing to those that most align with our Sustainability and Governance priorities. We also invite our stakeholders and partners to join us in contributing toward this blueprint for a more sustainable future. With fewer than 10 years left to deliver the 2030 Agenda, it is imperative that local, national and global partners mobilize during what the UN has referred to as the "Decade of Action." Accordingly, we have taken our disclosures one step further, aligning with the SDG Targets developed by the UN Global Compact to show how the global goals are more relevant for our business, and illustrating specifically how we are taking action to achieve them.

## Target Forward Ambition key:



Design and elevate sustainable brands



Innovate to eliminate waste



Accelerate opportunity and equity

## SDG Index

SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
 <b>1. No Poverty</b> End poverty in all its forms everywhere.	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>We plan that by the end of 2025, 100% of owned brand suppliers will pay workers digitally.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>As part of our Just and Equitable Supply Chain (JESC) supplier requirements, Target works with the Better Than Cash Alliance to help vendors transition from cash to digital wage payment systems.</li> <li>The Target Foundation supports the Asian Venture Philanthropy Network. Their 5-year \$25 million Gender Fund will support local nonprofit organizations that are spearheading work towards strengthening resiliency and improving economic outcomes of women in marginalized and underserved communities in the Asia Pacific Region.</li> <li>Our DailyPay advance pay app allows team members to request their earned but unpaid wages instantly or next day, providing tools to help with budgeting and savings.</li> <li>Team members facing financial hardship after a natural disaster or unforeseen personal events can apply for up to a \$2,000 grant through the Team Member Giving Fund.</li> </ul> <p><b>See chapters:</b> <a href="#">Supporting Our Team Members</a>, <a href="#">Serving and Strengthening Communities</a>, <a href="#">Purchasing Practices</a></p> <p><b>For more details:</b> <a href="#">Serving &amp; Strengthening Communities</a>, <a href="#">Target Circle Community Giving</a>, <a href="#">Grants &amp; Corporate Giving</a>, <a href="#">Global Foundation Programs</a>, <a href="#">Hometown Foundation Programs</a>, <a href="#">National Foundation Programs</a>, <a href="#">Target Foundation</a>, <a href="#">Target Foundation – Charter</a>, <a href="#">Team Member Giving Fund</a>, <a href="#">Purchasing Practices</a></p>		<ul style="list-style-type: none"> <li>Civil society organizations</li> <li>Communities within our supply chain</li> <li>Team members</li> </ul>	SDG Target: 1.4, 1.5, 1.A Related SDG: 5





SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
 <b>2. Zero Hunger</b> <p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture.</p>	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>By 2025, partner with suppliers to leverage soil health practices to improve at least one million acres of land.</li> <li>By 2025, Target plans to reduce operational food waste that arises in Target's own U.S. operations (supply chain facilities and stores) by 50%. This is in alignment with the Global Biodiversity Framework's goal to halve food waste by 2030.<sup>109</sup></li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>Target leverages several financial and in-kind resources to support disaster and hunger relief, including pop-up food and essentials giveaway events in response to civil unrest.</li> <li>We are partnering with several suppliers on initiatives that promote regenerative agriculture. We also co-funded a five-year, \$8.5 million project with Cargill, McDonald's and the U.S. Department of Agriculture to help Nebraska farmers advance soil health.</li> <li>Team members volunteer and provide food donations that help address food insecurities. We have partnered with Feeding America to donate our excess food, utilizing store tools and technology. In 2022, 124.5 million pounds of food were donated. We have made a policy change that provides flexibility in ensuring that donation eligible food items are no longer destroyed.</li> </ul> <p><b>See chapters:</b> <a href="#">Waste Elimination and Reduction</a>, <a href="#">Biodiversity</a>, <a href="#">Serving and Strengthening Communities</a>, <a href="#">Access to Products and Services</a></p> <p><b>For more details:</b> <a href="#">Serving &amp; Strengthening Communities</a>, <a href="#">Target Circle Community Giving, Grants &amp; Corporate Giving</a>, <a href="#">Global Foundation Programs</a>, <a href="#">Hometown Foundation Programs</a>, <a href="#">National Foundation Programs</a>, <a href="#">Target Foundation</a>, <a href="#">Target Foundation – Charter</a>, <a href="#">Team Member Giving Fund</a>, <a href="#">Waste Elimination &amp; Reduction</a></p>		<ul style="list-style-type: none"> <li>Civil society organizations</li> <li>Communities where we operate</li> <li>Communities within our supply chain</li> <li>Team members</li> </ul>	SDG Target: 2.1, 2.2, 2.4  Related SDG: 8, 12
 <b>3. Good Health and Well-Being</b> <p>Ensure healthy lives and promote well-being for all at all ages.</p>	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>Target aims to create equity through benefit access and affordability to enhance total well-being.</li> <li>By 2022, Target plans to improve textile products by removing added flame retardants that are potential carcinogens or pose harm to guests, workers or communities.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>Programs like Target Clean incentivize national brands and merchants to avoid using ingredients guests may not want. We use the Chemical Footprint Project to calculate our aggregate use of chemicals. Our Chemicals Policy helps eliminate chemicals through transparent and progressive management.</li> <li>We publish numerous lists for unwanted chemicals and restricted substances, ranging from household cleaning and personal care to owned brand clothing and non-clothing fabrics. We prohibit certain chemicals in manufacturing of owned brand products.</li> </ul>		<ul style="list-style-type: none"> <li>Communities where we operate</li> <li>Communities within our supply chain</li> <li>Guests</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 3.4, 3.8, 3.9, 3.D  Related SDG: 4



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
 <b>4. Quality Education</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	<ul style="list-style-type: none"> <li>We have partnered with the Zero Discharge of Hazardous Chemicals (ZDHC) organization to set higher standards for factory wastewater discharge and reduce the presence of harmful chemicals in the manufacturing process for owned brand textiles.</li> <li>Target achieved our 2022 goal of removing added flame retardants that are potential carcinogens or pose harm to guests, workers or communities for owned brand products; and we will continue to monitor all new and pending legislation for ongoing compliance.</li> <li>Our product safety and quality program incorporates every stage of our owned brand product life cycle. All vendors must ensure products meet regulatory, safety and quality standards. We also monitor food products by auditing vendor factories and fields, and inspecting supply chain facilities and stores.</li> </ul> <p><b>See chapters:</b> <a href="#">Resource Use</a>, <a href="#">Chemicals</a>, <a href="#">Supporting Our Team Members</a></p> <p><b>For more details:</b> <a href="#">Chemicals</a>, <a href="#">Chemicals Policy</a>, <a href="#">Workplace Health &amp; Safety</a>, <a href="#">Disaster Preparedness &amp; Response</a>, <a href="#">Food Safety Quality &amp; Regulatory Compliance Tools and Processes</a>, <a href="#">Target Forward</a>, <a href="#">Target Clean</a></p>		   <ul style="list-style-type: none"> <li>Civil society organizations</li> <li>Communities where we operate</li> <li>Communities within our supply chain</li> </ul>	SDG Target: 4.1, 4.3, 4.4, 4.5, 4.7, 4.A, 4.B  Related SDG: 3



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
 <b>5. Gender Equality</b> Achieve gender equality and empower all women and girls.	<b>Our Goals:</b> <ul style="list-style-type: none"> <li>By 2025, Target plans for 100% of owned brand suppliers to have policies and programs to advance gender equity.</li> </ul> <b>Our Accomplishments:</b> <ul style="list-style-type: none"> <li>Women team members are paid 100% of the pay for men, and promotions of women to senior leadership levels increased by 6.5%.</li> <li>We partner with CARE International, an international non-governmental organization, to design strategies to drive gender equity throughout our supply chain. In 2022, we began co-designing tailored in-factory programs to address various barriers to gender equity and launched pilots in 2023.</li> <li>Target Foundation partner Agora is working to create digital value chains in Mexico that will strengthen entrepreneurship for women across the region.</li> <li>We participate in numerous annual conferences (e.g., Target Elevate's virtual conference and AnitaB.org's annual conference) to help grow the number of women in technology and enable more women in technical fields to reach their full potential.</li> <li>We increased female representation in Target India by 5.2%.</li> </ul> <p><b>See chapters:</b> <a href="#">Supporting Our Team Members</a>, <a href="#">Board and Workplace Diversity</a>, <a href="#">Diversity, Equity and Inclusion</a>, <a href="#">Serving and Strengthening Communities</a>, <a href="#">Purchasing Practices</a></p> <p><b>For more details:</b> <a href="#">Diversity, Equity &amp; Inclusion</a>, <a href="#">Team Members and Guests (DE&amp;I)</a>, <a href="#">Supply Chain</a>, <a href="#">Labor &amp; Human Rights Policies</a>, <a href="#">Dignified Work</a>, <a href="#">Target Forward</a>, <a href="#">Human Rights</a>, <a href="#">Purchasing Practices</a>, <a href="#">Target EEO-1 Report</a>, <a href="#">Supply Chain Labor &amp; Human Rights Policies</a></p>	  	<ul style="list-style-type: none"> <li>Communities within our supply chain</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 5.5, 5.B Related SDG: 10



## SDG



## 6. Clean Water and Sanitation

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

## Our Goals and Accomplishments

## Our Goals:

- By 2025, Target plans to comply with the Zero Discharge of Hazardous Chemicals' (ZDHC) progressive level wastewater standard,<sup>110</sup> in regards to all owned brand apparel textile factories.

## Our Accomplishments:

- In identifying water risks and water-stressed regions where we operate, and in conjunction with Target Forward, we began work to set new value chain goals that reflect the context of our water stewardship approach. Through a partnership with Anthesis, we conducted a high-level water materiality assessment to inform our next steps to restore natural systems. We continue to operate under the principles originally outlined in our freshwater stewardship approach to guide our ongoing work.
- Guided by our freshwater stewardship approach, we focus on safeguarding freshwater quality, quantity and access, tailoring our approach to manage impact in high-priority areas, products and processes.
- Features across sites include rain gardens, green roofs and stormwater retention basins.
- Best practice stormwater management systems are in place, with partnerships to improve stormwater infrastructure and benefit local watersheds.
- In partnership with Aii's Clean by Design program, we work with home and apparel textile factories to implement better water efficiency techniques.

**See chapters:** [Water Use and Management](#), [Chemicals](#)

**For more details:** [Water](#), [2023 CDP Response: Water](#), [Target Forward](#), [Responsible Resource Use](#), [Chemicals](#)



## 7. Affordable and Clean Energy

Ensure access to affordable, reliable, sustainable and modern energy for all.

## Our Goals:

- By 2025, Target commits to source 60% of our electricity from renewable sources for our operations.
- By 2030, Target commits to source 100% of our electricity from renewable sources for our operations.
- By 2025, Target aims to have at least 50% of the energy used in strategic and joint business partner owned operations come from renewables.
- By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature.

## Our Accomplishments:

- In the last nine years, we have invested over \$421 million in energy efficiency projects, many of which have a payback of fewer than three years.

## Aligned Target Forward Ambition



## Who Is Impacted

- Civil society organizations
- Communities where we operate
- Communities within our supply chain
- Environment
- Vendors

## Aligned SDG Targets and Related SDGs

SDG Target:  
6.1, 6.4, 6.A, 6.B

Related SDG:  
14





SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>8 DECENT WORK AND ECONOMIC GROWTH</b>  <b>8. Decent Work and Economic Growth</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	<ul style="list-style-type: none"> <li>In 2022, we retrofitted our first net zero energy store, generating more energy than it needs to operate each year through renewable sources.</li> <li>We have achieved ENERGY STAR certification for 1,577 facilities, as well as ENERGY STAR Partner of the Year for Excellence Energy Management in 2022 for the eighth year in a row.</li> <li>We achieved our interim milestone to source 60% of electricity from renewable sources for operations three years early.</li> <li>We are investing in contracts for off-site renewable energy and rooftop solar projects. As of fiscal year-end 2022, we have installed 562 onsite rooftop solar panels.</li> <li>In 2022, we launched Supply Chain Renewables Initiative (SCRI) in partnership with Schneider Electric. The program aims to engage Target's suppliers in procuring renewable energy, with a particular emphasis on offsite renewable energy power purchase agreements.</li> </ul> <p><b>See chapters:</b> <a href="#">Climate</a>, <a href="#">Greenhouse Gas Emissions</a></p> <p><b>For more details:</b> <a href="#">Climate &amp; Energy</a>, <a href="#">Target Forward</a>, <a href="#">Climate Policy</a>, <a href="#">Responsible Resource Use</a>, <a href="#">2023 CDP Response: Climate</a>, <a href="#">Go Behind the Scenes at Target's First Net Zero Energy Store — Our Most Sustainable Facility Yet</a></p> <p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>Target aims to drive equitable opportunities and outcomes for advancement and engagement by continuing to be a leader in diversity, equity, inclusion and belonging.</li> <li>Target aims to empower team members to create the employment experience of their choice through personalized scheduling.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>We announced a new starting wage range, effective 2022, of \$15 to \$24, depending on the job and local market.</li> <li>We build policies and programs, such as equitable systems for hiring and advancement, financial security for workers, effective anonymous channels for incident reporting and access to gender-responsive health information and services for workers.</li> <li>We are investing in team members through competitive compensation and benefits.</li> <li>Economic opportunity is created through employment and contracts for goods and services, and we listen to community representatives to better understand their needs, and work to offer our guests relevant and accessible products and experiences.</li> <li>We leverage a range of financial and in-kind resources to support disaster and hunger relief, store community grant programs and local efforts to expand access to economic opportunity and resilience.</li> <li>We support mature companies that want to learn how to scale into mass retail through Target Takeoff's five-week program.</li> </ul>	   <ul style="list-style-type: none"> <li>Civil society organization</li> <li>Communities within our supply chain</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 8.3, 8.4, 8.5, 8.7, 8.8  Related SDG: 2, 5	



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>SDG Business Benchmark:</b> 100% of employees across the organization earn a living wage.	<p><b>See chapters:</b> <a href="#">Supporting Our Team Members</a>, <a href="#">Serving and Strengthening Communities</a>, <a href="#">Purchasing Practices</a></p> <p><b>For more details:</b> <a href="#">Compensation &amp; Human Capital Management Committee Charter</a>, <a href="#">Culture, Events (Careers)</a>, <a href="#">Target Forward</a>, <a href="#">Racial Equity Action and Change</a>, <a href="#">Workforce Diversity Report</a>, <a href="#">Target EEO-1 Report</a>, <a href="#">Target Takeoff</a>, <a href="#">Target Foundation</a>, <a href="#">Serving &amp; Strengthening Communities</a></p>			
 <b>9. Industry, Innovation and Infrastructure</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>By 2040, Target commits to net zero<sup>111</sup> greenhouse gas emissions across our enterprise (scopes 1, 2 and 3).</li> <li>By 2030, Target commits to achieve 50% absolute reduction in operations emissions (scopes 1 and 2) from a 2017 base year.</li> <li>By 2030, Target commits to achieve 30% absolute reduction in supply chain emissions (scope 3) covering retail goods &amp; services from a 2017 base year.</li> <li>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.</li> <li>By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>In March 2022, we completed the conversion of our Vista, California, store to become Target's first net zero energy store – furthering our journey toward net zero greenhouse gas emissions by 2040.</li> <li>Our Sustainable Building Council coordinates sustainability strategies and helps develop priorities, milestones and roadmaps to meet our long-term goals.</li> <li>We are building a portfolio of highly energy-efficient stores by continually adopting new technologies and operating procedures, with 1,577 facilities earning ENERGY STAR certification.</li> </ul> <p><b>See chapters:</b> <a href="#">Climate</a>, <a href="#">Greenhouse Gas Emissions</a></p> <p><b>For more details:</b> <a href="#">Target Zero</a>, <a href="#">Climate &amp; Energy</a>, <a href="#">Target Forward</a>, <a href="#">Go Behind the Scenes at Target's First Net Zero Energy Store — Our Most Sustainable Facility Yet</a></p>	   <ul style="list-style-type: none"> <li>Communities where we operate</li> <li>Communities within the supply chain</li> <li>Vendors</li> </ul>	SDG Target: 9.1, 9.4  Related SDG: 7, 13	



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
 <b>10. Reduced Inequalities</b> <p>Reduce inequality within and among countries.</p>	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>We are committed to working with supply chain partners and industry experts to prevent, identify and eradicate forced labor in our global manufacturing supply chains.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>The Racial Equity Action and Change (REACH) committee accelerates work to create racial equity for Black team members, guests and communities. It includes a \$100 million investment to fuel economic prosperity in Black communities, support funding of Black-led nonprofits and sponsor programs elevating Black stories and voices.</li> <li>Our DE&amp;I strategy is integrated through every business level, guided by continuous listening to and learning from stakeholders and collaboration with leading DE&amp;I groups.</li> <li>We publish an annual Workforce Diversity Report, which provides racial and gender data across all levels of our enterprise.</li> <li>We are supporting local, Black-led organizations to ensure resources are designed for the communities they serve. We work in part with suppliers that are at least 51% owned, controlled and operated by women, BIPOC, LGBTQIA+, veterans or people with disabilities.</li> <li>Our inclusive design approach to products, packaging and brands reflects the needs of all guests, regardless of age, gender, race, culture, physical abilities or sensitivities, shape or size. Additionally, we provide team members with Disabilities Awareness training and a disability toolkit to assist HR partners and leaders in ensuring those with disabilities feel supported and included.</li> <li>Circle of Champions, our internal advisory council comprised of leaders from various parts of the enterprise, focuses on inclusion practices and increasing visibility for diverse-owned business partnerships.</li> <li>In the U.S., BIPOC team members are paid 103% of the median pay for white team members when not adjusted to take into account whether the team members being compared are in the same or similar role, location or are otherwise comparable. As noted above, when adjusted for such factors, BIPOC team members are paid 100% of the pay of white team members in the U.S.</li> <li>In 2022, we announced a new starting wage range of \$15 to \$24, depending on the job and the local market.</li> </ul> <p><b>See chapters:</b> <a href="#">Supporting Our Team Members</a>, <a href="#">Board and Workplace Diversity</a>, <a href="#">Diversity Equity and Inclusion</a>, <a href="#">Access to Products and Services</a>, <a href="#">Purchasing Practices</a>, <a href="#">Human Rights</a></p> <p><b>For more details:</b> <a href="#">Target Forward</a>, <a href="#">Diversity, Equity &amp; Inclusion</a>, <a href="#">Workforce Diversity Report</a>, <a href="#">Target EEO-1 Report</a>, <a href="#">Racial Equity Action and Change</a>, <a href="#">Public Policy &amp; Civic Engagement</a>, <a href="#">Human Rights</a>, <a href="#">Supply Chain Labor &amp; Human Rights Policies</a>, <a href="#">Purchasing Practices</a>, <a href="#">Ethics at Target</a>, <a href="#">Target's Standards of Vendor Engagement</a>, <a href="#">Responsible Sourcing Audit Program</a>, <a href="#">Supplier Engagement</a></p>	  	<ul style="list-style-type: none"> <li>Civil society organizations</li> <li>Communities where we operate</li> <li>Guests</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 10.1, 10.2, 10.3, 10.4 Related SDG: 2, 5



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES  <b>11. Sustainable Cities and Communities</b> Make cities and human settlements inclusive, safe, resilient and sustainable.	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>By 2025, Target and Target Foundation plan to evolve our philanthropic practices and place-based solutions to invite participation from communities.</li> <li>By 2030, engage and elevate community voices as we seek to build and implement community-driven solutions.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>REACH invests \$100 million to fuel economic prosperity in Black communities, support funding of Black-led nonprofits and sponsor programs elevating Black stories and voices.</li> <li>When disasters occur, we partner with nonprofit organizations to help those in need and support our team members and guests. Throughout 2022, we committed more than \$9 million to disaster response, recovery and resilience, including \$2.5 million sent to nonprofit organizations to support disaster preparedness in communities across the globe.</li> <li>In response to Hurricane Ian, Target committed \$5 million to local and national disaster response partners, including the American Red Cross, Team Rubicon, Center for Disaster Philanthropy, Feeding America and a variety of local nonprofits.</li> <li>We provided \$500,000 of direct support to areas of Turkey and Syria impacted by the 2023 earthquakes through international disaster relief partners like CARE, Save the Children, UNICEF, The American Red Cross and International Medical Corps.</li> </ul> <p><b>See chapters:</b> <a href="#">Climate-Related Risks and Opportunities</a>, <a href="#">Diversity, Equity and Inclusion</a>, <a href="#">Serving and Strengthening Communities</a></p> <p><b>For more details:</b> <a href="#">Target Forward</a>, <a href="#">Target Foundation</a>, <a href="#">Safety and Preparedness</a>, <a href="#">Workplace Health &amp; Safety</a>, <a href="#">Disaster Preparedness &amp; Response</a>, <a href="#">Racial Equity Action and Change</a></p>	  	<ul style="list-style-type: none"> <li>Communities where we operate</li> <li>Communities within the supply chain</li> <li>Guests</li> <li>Team members</li> </ul>	SDG Target: 11.3, 11.7 Related SDG: 7, 9
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION  <b>12. Responsible Consumption and Production</b> Ensure sustainable consumption and production patterns.	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>By 2040, Target plans for 100% of our owned brand products to be designed for a circular future.</li> <li>By 2025, Target aims to offer two circular owned brands.</li> <li>By 2025, Target intends to reduce annual total virgin plastic in our owned brand packaging by 20%.<sup>112</sup></li> <li>By 2025, Target aims to have 100% of our owned brand plastic packaging be recyclable, compostable or reusable.</li> <li>Target intends to incorporate 20% post-consumer recycled content (PCR) in owned brand packaging.</li> <li>By 2025, Target intends to take action to eliminate problematic plastics.</li> <li>By 2030, Target plans to achieve zero waste<sup>113</sup> to landfill in U.S. operations.</li> </ul>	  	<ul style="list-style-type: none"> <li>Communities where we operate</li> <li>Communities within the supply chain</li> <li>Environment</li> <li>Guests</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 12.2, 12.3, 12.4, 12.5, 12.6 Related SDG: 2



SDG	Our Goals and Accomplishments	Aligned Target	Who Is Impacted	Aligned SDG Targets and Related SDGs
		Forward Ambition		
<b>SDG Business Benchmark: Zero waste to landfill and incineration.</b> Zero discharge of hazardous pollutants and chemicals.  100% sustainable material inputs that are renewable, recyclable or reusable.	<ul style="list-style-type: none"> <li>By 2030, Target plans to divert 90% of waste from landfill through reuse, recycling, donation and reduction strategies.</li> <li>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.</li> <li>By 2030, Target aims to be the market leader for creating and curating inclusive, sustainable brands and experiences.</li> <li>By 2030, Target intends for the leading raw materials (e.g., forest products, cotton, etc.) that go into our owned brand products to be 100% recycled, regenerative or sustainably sourced.</li> <li>Target is committed to sourcing cotton more sustainably for our owned brand and exclusive national brand products by participating in programs designed to improve cotton growing practices and working conditions.</li> <li>By 2022, Target plans to remove added perfluorinated chemicals (PFCs) from owned brand and national brand exclusive products.</li> <li>By 2025, Target intends to remove intentionally added perfluorinated alkyl substances (PFAS) from owned brand products, including but not limited to textiles, formulated products, cosmetics, beauty and cookware items.</li> <li>By 2025, Target plans to comply with the Zero Discharge of Hazardous Chemicals' (ZDHC) progressive level wastewater standard,<sup>114</sup> in regards to all owned brand apparel textile factories.</li> <li>By 2025, Target plans to reduce operational food waste by 50% across our stores, distribution centers and headquarters, which is in alignment with the Global Biodiversity Framework's goal to halve food waste by 2030.<sup>115</sup></li> <li>By 2025, we plan for 100% of owned brand suppliers to regard Target's purchasing practices as industry-leading.</li> <li>By 2025, we plan to have 50% of owned brand apparel, footwear, home and hardlines suppliers by spend achieve zero<sup>116</sup> manufacturing waste to landfill (ZMWL).</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>In 2022, we diverted 59% of construction waste and 83% of operational waste from landfill.</li> <li>We are working to meet public responsible sourcing commitments for forest products, chemicals, cotton, animal welfare, palm oil and seafood.</li> <li>Several owned brands are implementing our Chemicals Policy, Responsible Sourcing Policy for Forest Products and Cotton Policy, including Everspring, Universal Thread, Spritz and Cat &amp; Jack.</li> <li>In 2022, Target received its first TRUE Certification (Zero Waste) for its Hawaii Flow Center in Mililani, Hawaii; the building has been certified under the TRUE Zero Waste certification program, which is dedicated to measuring, improving and recognizing zero waste performance.</li> </ul>	Forward Ambition		

<sup>114</sup> The ZDHC wastewater standards are in two parts: conventional requirements and ZDHC MRSL. The conventional parameters relate to metrics that tie to basic water quality, such as acidity and the amount of oxygen available in the water (key to support aquatic life). The conventional parameters include three levels: foundational, progressive and aspirational. At least 22% of our facilities meet the foundational requirements and at least 7% meet the progressive standard.

<sup>115</sup> From a 2017 baseline year.

<sup>116</sup> The conservation of all resources by means of responsible production, consumption, reuse and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health, as established by the Zero Waste International Alliance. The threshold to be considered "Zero Waste" is normally set at a minimum of 90% diversion rate.





SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
	<ul style="list-style-type: none"> <li>With the support of our partner Anthesis, we have established our food waste footprint and baseline year (2017), utilizing the World Resources Institute (WRI) Food Loss &amp; Waste Protocol.</li> <li>We are a founding partner of the Consortium to Reinvent the Retail Bag, which aims to identify, pilot and implement innovative alternative designs for the single-use retail bag.</li> <li>Our Responsible Sourcing and Sustainability audit program and Standards of Vendor Engagement include a supply chain audit. We also provide an annual <a href="#">Higg Facility Environmental Module (FEM)</a> self-assessment, which is third-party verified.</li> <li>We support our guests in choosing packaging that creates less waste through our Target Zero initiative and How2Recycle labels on packaging. Guest efforts are further supported by recycling and take-back programs.</li> </ul> <p><b>See chapters:</b> <a href="#">Resource Use</a>, <a href="#">Climate</a>, <a href="#">Circularity</a>, <a href="#">Waste Elimination and Reduction</a>, <a href="#">Responsible Supply Chain</a></p> <p><b>For more details:</b> <a href="#">Water</a>, <a href="#">Waste Elimination &amp; Reduction</a>, <a href="#">Environmental Impact of Products</a>, <a href="#">Circularity</a>, <a href="#">Target Forward</a>, <a href="#">Target Chemicals Policy</a>, <a href="#">Forest Products Policy</a>, <a href="#">Cotton Commitment</a>, <a href="#">Palm Oil Commitment</a>, <a href="#">Plastics</a>, <a href="#">Product &amp; Packaging Design</a>, <a href="#">Responsible Resource Use</a>, <a href="#">Commitment to Sustainable Seafood</a></p>	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>13 CLIMATE ACTION</b> 	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>By 2040, Target commits to net zero<sup>117</sup> greenhouse gas emissions across our enterprise (scopes 1, 2 and 3).</li> <li>By 2030, Target commits to achieve 50% absolute reduction in operations emissions (scopes 1 and 2) from a 2017 base year.</li> <li>By 2030, Target commits to achieve 30% absolute reduction in supply chain emissions (scope 3) covering retail goods &amp; services from a 2017 base year.</li> <li>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.</li> <li>By 2025, Target commits to engage suppliers to prioritize renewable energy and collaborate on solutions that protect, sustain and restore nature.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>In 2022, we reduced GHG emissions from our own operations (scope 1 and 2) by 34.9% from 2017.</li> <li>Target is a member of the Business Ambition for 1.5° and Race to Zero campaigns to help drive meaningful change across our sector and value chain and ensure that our emissions will contribute to no more than 1.5-degree warming.</li> </ul>	  	<ul style="list-style-type: none"> <li>Civil society organizations</li> <li>Communities where we operate</li> <li>Communities within our supply chain</li> <li>Environment</li> <li>Guests</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 13.1, 13.2  Related SDG: 6, 7, 14, 15

<sup>117</sup> Net zero, as defined, is achieved when a company's scope 1, 2 and 3 emissions are reduced to a level that is consistent with a 1.5°C pathway, and any residual emissions are removed from the atmosphere through either nature-based or technological carbon removal solutions (e.g., forestry, regenerative agriculture, carbon capture technology), by no later than 2050, in alignment with the Paris Agreement. Target has committed to net zero greenhouse gas emissions across our enterprise, 10 years ahead of the Paris Agreement.





SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>SDG Business Benchmark:</b>  Science-based emissions reduction in line with a 1.5°C pathway.	<ul style="list-style-type: none"> <li>In 2022, retrofitted our first net zero energy store, generating more energy than it needs to operate each year through renewable sources.</li> <li>In 2022, we launched Supply Chain Renewables Initiative (SCRI) in partnership with Schneider Electric. The program aims to engage Target's suppliers in procuring renewable energy.</li> <li>Throughout 2022, we committed more than \$9 million to disaster response, recovery and resilience, including \$2.5 million sent to nonprofit organizations to support disaster preparedness in communities across the globe.</li> <li>Through our climate supplier engagement program, we continue to support suppliers as they calculate their carbon footprint, set science-based emission reduction targets, track progress and drive collaborative action. As of the end of 2022, 52% of our suppliers by spend have set science-based scope 1 and 2 goals. This is an increase from the reported 32% in 2021.</li> </ul> <p><b>See chapters:</b> <a href="#">Climate</a>, <a href="#">Serving and Strengthening Communities</a></p> <p><b>For more details:</b> <a href="#">Climate &amp; Energy</a>, <a href="#">Climate Policy</a>, <a href="#">Target Forward</a>, <a href="#">Responsible Resource Use</a></p>	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>14. Life Below Water</b>  Conserve and sustainably use the oceans, seas and marine resources for sustainable development.	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>Our seafood sustainability commitment, which is framed around Monterey Bay Seafood Watch's ratings, is to include best practice requirements for the use of transshipment in tuna supply chains.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>Target uses the World Resource Institute Aqueduct tool to understand water risk for domestic and international facilities.</li> <li>Universal Thread and Everspring have integrated circular design principles and committed to sustainable packaging after Target became signatories to the Ellen MacArthur Foundation Global Commitment (formerly New Plastics Economy) and the U.S. Plastics Pact.</li> <li>Our Freshwater Stewardship Program helps to safeguard freshwater quality, quantity and access, tailoring our approach to manage impact in high-priority areas, products and processes.</li> <li>We partner with FishWise to monitor and improve the environmental sustainability, traceability and social impacts of farmed and wild-caught seafood.</li> </ul> <p><b>See chapters:</b> <a href="#">Circularity</a>, <a href="#">Resource Use</a></p> <p><b>For more details:</b> <a href="#">Circularity</a>, <a href="#">Water</a>, <a href="#">Commitment to Sustainable Seafood</a>, <a href="#">Waste Elimination &amp; Reduction</a>, <a href="#">Responsible Resource Use</a></p>	  	<ul style="list-style-type: none"> <li>Communities where we operate</li> <li>Communities within our supply chain</li> <li>Environment</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 14.2  Related SDG: 6



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>SDG</b>  <b>15. Life on Land</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.	<p><b>Our Goals:</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>We have set a goal of using Roundtable on Sustainable Palm Oil (RSPO) physically certified palm oil, palm kernels and derivatives in relevant owned brand product categories and aiming to trace palm oil to mill level by end of 2022.</li> <li>Target is committed to sourcing cotton more sustainably for our owned brand and exclusive national brand products by participating in programs designed to improve cotton growing practices and working conditions.</li> <li>Target is committed to sourcing all owned brand paper-based retail packaging from sustainably managed forests<sup>118</sup> by 2022.</li> <li>Target is committed to rolling out implementation of our Forest Products Policy to Threshold and Smith &amp; Hawken brands by the end of 2022.</li> </ul> <p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>Our food animal welfare policy aligns with the latest industry best practice and created a new public standard for animal-derived raw materials in general merchandise.</li> <li>In 2022, we launched all Good &amp; Gather fresh pork raised in an open pen gestation system. We are moving towards a true crate-free assortment in Good &amp; Gather.</li> <li>We continue to work toward transitioning to solely cage-free shell eggs by 2025, pending available supply.</li> <li>We partner with Earthworm Foundation to elevate palm oil sustainability work, including our aspiration of traceability to the mill level in our palm oil supply chain.</li> <li>Target nearly doubled the use of recycled cotton in our owned brand products this year, from 628 metric tons in 2021 to 1,131 metric tons in 2022.</li> <li>We are partnering with several suppliers on initiatives that promote regenerative agriculture. We also co-funded a five-year, \$8.5 million project with Cargill, McDonald's and the U.S. Department of Agriculture to help Nebraska farmers advance soil health.</li> </ul> <p><b>See chapters:</b> <a href="#">Resource Use</a>, <a href="#">Animal Welfare</a></p> <p><b>For more details:</b> <a href="#">Target Forward</a>, <a href="#">Environment</a>, <a href="#">Environmental Impact of Products</a>, <a href="#">Forest Products Policy</a>, <a href="#">Cotton Commitment</a>, <a href="#">Palm Oil Commitment</a>, <a href="#">Animal Welfare</a>, <a href="#">Circularity</a>, <a href="#">Responsible Resource Use</a></p>	  	<ul style="list-style-type: none"> <li>Communities within our supply chain</li> <li>Environment</li> <li>Vendors</li> </ul>	SDG Target: 15.5, 15.9 Related SDG: 12



SDG	Our Goals and Accomplishments	Aligned Target Forward Ambition	Who Is Impacted	Aligned SDG Targets and Related SDGs
<b>SDG</b>  <b>16. Peace, Justice and Strong Institutions</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.	<p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>We do not tolerate discrimination based on protected status or personal characteristics, as detailed in our Code of Ethics and actioned through our DE&amp;I strategy every day.</li> <li>We are committed to working with supply chain partners and industry experts to prevent, identify and eradicate forced labor in our global manufacturing supply chains. In addition to identifying risks through our Responsible Sourcing and Sustainability audit program, we leverage partnerships with experts.</li> <li>We do not tolerate unethical or illegal business practices. Our Code of Ethics and Anti-Bribery Policy provide guidance. We comply with all applicable anti-bribery laws, including the U.S. Foreign Corrupt Practices Act, and require similar compliance from vendors, suppliers, contractors, subcontractors and their agents.</li> <li>We offer online and in-person trainings on topics such as anti-bribery, government interactions and anti-competitive behavior. Team members who interact with government officials receive additional training on anti-bribery policies and practices.</li> </ul> <p><b>See chapters:</b> <a href="#">Operating Ethically</a>, <a href="#">Supporting and Strengthening Our Communities</a></p> <p><b>For more details:</b> <a href="#">Code of Ethics</a>, <a href="#">Ethics at Target</a>, <a href="#">Supply Chain Labor &amp; Human Rights Policies</a>, <a href="#">Civic Activity</a>, <a href="#">Target's Standards of Vendor Engagement</a>, <a href="#">Business Partner Code of Conduct</a></p>	  	<ul style="list-style-type: none"> <li>Communities within our supply chain</li> <li>Environment</li> <li>Government officials &amp; influencers of public policy</li> <li>Guests</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 16.2, 16.3, 16.5, 16.6, 16.7, 16.10, 16.A, 16.B
<b>SDG Business Benchmark:</b> Zero incidents of bribery.	<p><b>Our Accomplishments:</b></p> <ul style="list-style-type: none"> <li>We take time to understand which SDGs our guest-directed giving grantees feel their work most closely aligns with to help promote partnership for the goals.</li> <li>Target corporate and political contributions enable the formation and development of external partnerships.</li> </ul> <p><b>See chapters:</b> <a href="#">Operating Ethically</a>, <a href="#">Target Forward</a></p> <p><b>For more details:</b> <a href="#">Civic Activity</a>, <a href="#">Public Policy &amp; Civic Engagement</a>, <a href="#">Issue Advocacy</a>, <a href="#">Political Engagement</a>, <a href="#">Target Forward</a></p>	  	<ul style="list-style-type: none"> <li>Civil society organizations</li> <li>Communities where we operate</li> <li>Communities within our supply chain</li> <li>Environment</li> <li>Government officials &amp; influencers of public policy</li> <li>Guests</li> <li>Team members</li> <li>Vendors</li> </ul>	SDG Target: 17.13, 17.14, 17.16, 17.17



# 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. This TCFD Index references Target's reporting against the voluntary guidelines, based on TCFD's 2021 implementation guidance.

## TCFD Index

<b>Topic</b>	<b>Disclosure Focus Area</b>	<b>Disclosure</b>	<b>Target Response</b>
Governance	Disclose the organization's governance around climate-related risks and opportunities.	<ul style="list-style-type: none"> <li>a) Describe the board's oversight of climate-related risks and opportunities.</li> <li>b) Describe management's role in assessing and managing climate-related risks and opportunities.</li> </ul>	<a href="#">Governing Sustainability Matters</a> p. 9 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">2023 CDP Response</a> : Climate C1 <a href="#">Governing Sustainability Matters</a> p. 9 <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17
Strategy	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	<ul style="list-style-type: none"> <li>a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</li> <li>b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</li> <li>c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</li> </ul>	<a href="#">2023 CDP Response</a> : Climate C2 <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 CDP Response</a> : Climate (C2.3, C2.4, C3.1, C3.3, C3.4) <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 CDP Response</a> : Climate (C3.2, C4.1) <a href="#">Climate-Related Risks and Opportunities</a> p. 17
Risk Management	Disclose how the organization identifies, assesses, and manages climate-related risks.	<ul style="list-style-type: none"> <li>a) Describe the organization's processes for identifying and assessing climate-related risks.</li> <li>b) Describe the organization's processes for managing climate-related risks.</li> <li>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</li> </ul>	<a href="#">2023 CDP Response</a> : Climate (C2.2) <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 CDP Response</a> : Climate (C1.2a, C2.2) <a href="#">Governing Sustainability Matters</a> p. 9 <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">2023 CDP Response</a> : Climate (C2.2) <a href="#">Governing Sustainability Matters</a> p. 9 <a href="#">Climate-Related Risks and Opportunities</a> p. 17 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17



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 where such information is material.	<p>a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</p> <p>b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks.</p> <p>c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</p>	<a href="#">2023 CDP Response</a> : Climate (C6, C7, C9) <a href="#">2023 CDP Response</a> : Climate (C6) <a href="#">Greenhouse Gas Emissions</a> p. 11 <a href="#">2023 CDP Response</a> : Climate (C1.3a, C4, C12.1a) <a href="#">Greenhouse Gas Emissions</a> p. 11
Cross-Industry, Climate – Related Metric	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	<p>GHG Emissions: Absolute scope 1, scope 2 and scope 3; emissions intensity.</p> <p>Transition Risks: Amount and extent of assets or business activities vulnerable to transition risks.</p> <p>Physical Risks: Amount and extent of assets or business activities vulnerable to physical risks.</p> <p>Climate-Related Opportunities: Proportion of revenue, assets, or other business activities aligned with climate-related opportunities.</p>	<a href="#">Greenhouse Gas Emissions</a> p. 11 <a href="#">2023 CDP Response</a> : Climate (C2.2a) <a href="#">2023 CDP Response</a> : Climate (C2.2a) <a href="#">2023 CDP Response</a> : Climate (C2.4a) The \$4 million - \$5 million range is the estimated 2022 annual energy cost savings from energy efficient projects and retrofits completed throughout the year.
		<p>Capital Deployment: Amount of capital expenditure, financing, or investment deployed toward climate-related risks and opportunities.</p> <p>Internal Carbon Prices: Price on each ton of GHG emissions used internally by an organization.</p> <p>Remuneration: Proportion of executive management remuneration linked to climate considerations.</p>	We anticipate continued opportunities to leverage various incentive sources and rebate opportunities for implementing energy efficiency projects in the coming years. <a href="#">2023 CDP Response</a> : Climate (C2.3a, C3.4) In the last nine years, we have invested over \$421 million, or \$47 million per year on average, across all of Target's energy efficiency projects covering more than 1,000 stores. <a href="#">2023 CDP Response</a> : Climate (C11.3) <a href="#">2023 CDP Response</a> : Climate (C1.3a)



# UNGPRF Index

The UN Guiding Principles Reporting Framework (UNGPRF) 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 UN Guiding Principles on Business and Human Rights, the global standard in this field.

## UNGPRF Index

Policy Commitment		Information on How We're Contributing
<b>Part A: Governance of respect for human rights</b>		
A1	What does the company say publicly about its commitment to respect human rights?	<a href="#">Human Rights</a> p. 63 <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a>
A1.1	How has the public commitment been developed?	<a href="#">Human Rights</a> p. 63 <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Target's Standards of Vendor Engagement</a>
A1.2	Whose human rights does the public commitment address?	<a href="#">Human Rights</a> p. 63 <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a>
<p>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 <a href="#">Universal Declaration of Human Rights</a> and the <a href="#">International Labour Organization Core Conventions</a>, we are committed to respecting human rights throughout our operations.</p> <p>In alignment with the <a href="#">UN Guiding Principles on Business and Human Rights</a>, 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.</p> <p>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.</p>		
A1.3	How is the public commitment disseminated?	<a href="#">Human Rights</a> p. 63 <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a>

**Policy Commitment****Information on How We're Contributing****Embedding respect**

A2	How does the company demonstrate the importance it attaches to the implementation of its human rights commitment?	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a>  We are conducting ongoing due diligence, as well as engaging with our stakeholders to better understand our salient human rights issues. We are developing and implementing training on this policy for relevant Target team members and suppliers, and report on our progress in our annual reporting. 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?	<a href="#">Human Rights Statement</a> <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17  At Target, we believe that all team members have a shared responsibility for respecting human rights. In addition, our Senior Vice President of Corporate Responsibility has executive oversight and the day-to-day implementation of our human rights commitments is led by numerous teams, including but not limited to dedicated team members in Corporate Responsibility and Responsible Sourcing. These teams work together to advance our human rights program for our owned operations and supply chain.
A2.2	What kinds of human rights issues are discussed by senior management and by the Board, and why?	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a> <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17
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?	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a>
A2.4	How does the company make clear in its business relationships the importance it places on respect for human rights?	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a> <a href="#">Business Partner Code of Conduct</a>
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?	<a href="#">Human Rights p. 63</a>  In 2022, Target partnered with <a href="#">Article One</a> , an expert business and human rights consultancy, to refresh our human rights impact assessment (HRIA) for our operations, supply chain and business relationships. The refresh identified key salient risk areas relevant to Target, our team members, guests, supply chain workers and communities we serve.

**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.	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a>
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**Policy Commitment****Information on How We're Contributing****Explanation of salient issues**

B2	Determination of salient issues: Describe how the salient human rights issues were determined, including any input from stakeholders.	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a>	In 2022, Target partnered with Article One, an expert business and human rights consultancy, to refresh our human rights impact assessment (HRIA) for our operations, supply chain and business relationships. The refresh identified key salient risk areas relevant to Target, our team members, guests, supply chain workers and communities we serve. Our partnership with Article One continues as we further refine our strategy to develop and build an impactful human rights program and further our focus on our key salient risk areas as a business.
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**Geographical focus (if any)**

	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.
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**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.	None.
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**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?	<a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a> <a href="#">Business Partner Code of Conduct</a>
C1.1	How does the company make clear the relevance and significance of such policies to those who need to implement them?	<a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a>

**Stakeholder engagement**

C2	What is the company's approach to engagement with stakeholders in relation to each salient human rights issue?	<a href="#">Human Rights p. 63</a> <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a> <a href="#">Business Partner Code of Conduct</a> <a href="#">2023 Proxy Statement</a> : Shareholder Engagement p. 18
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**Policy Commitment**

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?

**Information on How We're Contributing**

[Human Rights](#) p. 63  
[Human Rights Statement](#)  
[Sustainability and Governance Priorities](#)

We are conducting ongoing due diligence, as well as engaging with our stakeholders, to better understand our salient human rights issues. Stakeholders were identified based on the topics and program areas that were most relevant to their interests, ranging from subject matter content to geographic positioning. Target regularly engaged in cadences appropriate for each content area or project.

- Informing relevant stakeholders about project development.
- Consulting with relevant stakeholders to help guide strategy and approach.
- Participating and collaborating closely in projects

C2.2 During the reporting period, which stakeholders has the company engaged with regarding each salient issue, and why?

[Human Rights](#) p. 63  
[Sustainability and Governance Priorities](#)  
[2023 Proxy Statement](#): Shareholder Engagement p. 18

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?

[Human Rights](#) p. 63  
[Sustainability and Governance Priorities](#)  
[2023 Proxy Statement](#): Shareholder Engagement p. 18

**Assessing impacts**

C3 How does the company identify any changes in the nature of each salient human rights issue over time?

[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
[Code of Ethics](#)

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?

We do not currently report on notable trends or patterns in impacts related to salient issues.

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 Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
No severe impacts were identified during the reporting period.

**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. 63  
[2023 Proxy Statement](#): Core Functions of the Board p. 13-17  
[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
[Code of Ethics](#)  
[Target's Standards of Vendor Engagement](#)

**Policy Commitment**

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?

**Information on How We're Contributing**

[Human Rights](#) p. 63  
[2023 Proxy Statement](#): Core Functions of the Board p. 13-17  
[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
[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 Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)

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. 63  
[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)

**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. 63  
[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
[Target Integrity Hotline](#)

C5.1 What specific examples from the reporting period illustrate whether each salient issue is being managed effectively?

[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)

**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. 63  
[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
[Code of Ethics](#)  
[Target's Standards of Vendor Engagement](#)  
[California Transparency in Supply Chains Act](#)  
[Target Integrity Hotline](#)

C6.1 Through what means can the company receive complaints or concerns related to each salient issue?

[Human Rights](#) p. 63  
[Target 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. 63  
[Human Rights Statement](#)  
[Supply Chain Labor & Human Rights Policies](#)  
[Code of Ethics](#)  
[Target's Standards of Vendor Engagement](#)  
[Target Integrity Hotline](#)

**Policy Commitment****Information on How We're Contributing**

C6.3	How does the company process complaints and assess the effectiveness of outcomes?	<a href="#">Human Rights</a> p. 63 <a href="#">2023 Proxy Statement</a> : Core Functions of the Board p. 13-17 <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a> <a href="#">Target Integrity Hotline</a>
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?	<a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a> <a href="#">Target Integrity Hotline</a>
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?	<a href="#">Human Rights</a> p. 63 <a href="#">Human Rights Statement</a> <a href="#">Supply Chain Labor &amp; Human Rights Policies</a> <a href="#">Code of Ethics</a> <a href="#">Target's Standards of Vendor Engagement</a> <a href="#">Target Integrity Hotline</a>



# Policies and Resources

Target demonstrates its commitment to ethical standards through our [Code of Ethics](#) and corporate commitments.

We have also diligently created policies, procedures and resources to help guide ethical business decisions and deepen the trust of guests, team members, stakeholders and communities. In addition to the public-facing policies and resources linked on this page, we have also listed Target's internal policies that are not publicly available.

## Public-facing Policies and Resources

- [Animal Welfare](#)
- [Business Partner Code of Conduct](#)
- [Cotton Commitment](#)
- [Cotton Origin Policy](#)
- [CDP Climate Change 2023 Response](#)
- [CDP Forests 2023 Response](#)
- [CDP Water 2023 Response](#)
- [Chemicals Policy](#)
- [Climate Policy](#)
- [Code of Ethics](#)
- [Commitment to Sustainable Seafood](#)
- [Corporate Governance Guidelines and Director Code of Ethics](#)
- [EEO-1 Report](#)
- [Forest Products Policy](#)
- [Human Rights Statement](#)
- [Integrity Hotline Reporting Website](#)
- [Palm Oil Commitment](#)
- [Privacy Policy](#)
- [Target's Standards of Vendor Engagement \(SOVE\)](#)
- [Supply Chain Labor & Human Rights Policies](#)
- [Workforce Diversity Report](#)

## Internal Policies

- [Anti-Bribery Policy](#)
- [Antitrust Policy](#)
- [Disability Accommodation Policy](#)
- [Equal Employment Opportunity](#)
- [Harassment-Free Workplace Policy](#)
- [Political Activities, Lobbying and Government Ethics Policy](#)
- [Safety Policy](#)
- [Team Member Illness Policy](#)



# Glossary

Term	Definition
Access to products and services	Meeting an individual's needs through a product or a service via availability, accessibility, affordability and acceptability, and giving typically underserved guests an equitable shopping experience.
Animal Welfare	Considering the well-being of animals through relevant animal welfare standards.
Biodiversity	The variety of living species that make up an ecosystem including animals, plants, microorganisms and fungi. Our commitment to biodiversity involves the impacts of Target operations and supply chain on terrestrial and aquatic ecosystems through consumption of raw materials and land use, especially where operations are located in areas with sensitive/threatened/endangered biological, species and genetic diversity.
Board and workplace diversity	Diversity, Equity, and Inclusion, Board and workplace metrics, strategies and performance reporting. Promoting equity in communities and supply chains.
Brands	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.
Business partners	Business partners include vendors, suppliers, third-party sellers, manufacturers, mills, agents, contractors, subcontractors or an other partner we do business with.
Chemicals	Responsible use and management of chemicals in manufacturing processes and/or present in final product.
Circular design	Designing products in a way that designs out waste and keeps products and materials in use for as long as possible.
Circularity	Focus on material and design choice, streamlined supply chains, and circular business models and services that will enable our guests and/or Target to extend the life of a product through avenues like reuse, repair, refurbishment, remanufacturing, and as a last resort recycling. With the ambition to eliminate waste while keeping products and material circulating at their highest value.
Climate	Related to Earth's natural systems that control temperatures, precipitation, humidity, etc. and determine the normal range of weather conditions prevailing in a given area over a long period of time.
Climate change	The long-term alteration of temperature and typical weather patterns in a location.
Climate-related risks and opportunities	Identifying climate-related risks related to the transition to a lower-carbon economy and the physical impacts of climate change, and opportunities produced by efforts to mitigate and adapt to climate change.
Co-creation	Building solutions in partnership with others, in service to their and our collective needs.
Community-driven initiatives	Community-driven approaches guided by the principles of transparency, participation, downward accountability and enhanced local capacity. The spectrum of approaches ranges from unrestricted funding to joining coalitions that shift resources, to partnering with organizations that divest decision-making power to communities.
Community impact	Efforts led by the Target Foundation, Corporate Citizenship and Community & Team Member Engagement teams to lead the industry through our philanthropic approaches and solutions; empower diverse communities; create employment and entrepreneurial opportunity; and drive equity.
Compensation, benefits, and well-being	Supporting our employees through pay and benefits, following all legal requirements and providing numerous programs and resources to benefit mental, physical and financial well-being.
Diversity, equity and inclusion (DE&I)	Across Target, we embrace diversity and strive to give everyone access to the same opportunities. Our diversity, equity and inclusion (DE&I) strategy focuses on four areas: creating an inclusive guest experience; having an inclusive work environment; ensuring we have a diverse workforce; and leveraging our influence to drive positive impact on society.
Environmental impacts of products	Environmental impact of products and services based on a life-cycle approach that assesses all stages: material choice, manufacturing, sale, use and end of use, including packaging.
Ethical business	Ensuring our business operates with a strong culture of ethics focused on modeling our values by prioritizing business interests, holding partners to our ethical standards, and minimizing risks by following all applicable laws and policy requirements to maintain smooth operations and prevent ethical misconduct, such as corruption and bribery. Team members and business partners are responsible for understanding, avoiding and reporting anything that could jeopardize our business and ethical standards. We are also dedicated to marketing in ways that comply with all relevant regulations, are appropriate to guest audiences (e.g. children) and are honest, ethical and transparent.
Greenhouse gas (GHG) emissions	Refer to all gases that have a warming effect in the Earth's atmosphere, including carbon dioxide, methane, nitrous oxide and others. The commitment to manage GHG emissions involves the management of energy emitted from electricity, heat and transportation through efficiency and GHG reductions, including all gases that have a warming effect in the Earth's atmosphere, including carbon dioxide, methane, nitrous oxide and others.



Term	Definition
GHG emissions scope 1, 2 and 3	<p>Scope 1 emissions: Direct GHG emissions that occur from sources that are controlled or owned by an organization (e.g., emissions associated with fuel combustion in boilers, furnaces, vehicles, etc.).</p> <p>Scope 2 emissions: Indirect GHG emissions associated with the purchase of electricity, steam, heat or cooling.</p> <p>Scope 3 emissions: Indirect GHG emissions that occur from sources not owned by the company. Examples include extraction and production of purchased materials/products, transportation and distribution of products, and business travel. Scope 3 emissions sources include emissions both upstream and downstream of the organization's activities. Scope 3 emissions fall within 15 categories. For a complete description of all scope 3 categories and quantification methods, see the <a href="#">GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard</a>.</p>
Government advocacy	Efforts to uphold high ethical standards and ensure transparency in government engagement activities.
Guests	We refer to our shoppers (customers) as "guests," and aim to bring them 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 our guests the national brands they know and love, plus the only-at-Target items they can't get anywhere else.
Human capital management	<p>In support of our purpose—to help all families discover the joy of everyday life—we invest in our team, our most important asset, 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.</p> <p>We are among the largest private employers in the United States, and our workforce has varying goals and expectations of their employment relationship, from team members looking to build a career to students, retirees, and others who are seeking to supplement their income in an enjoyable atmosphere. We seek to be an employer of choice to attract and retain top talent no matter their objectives in seeking employment. To that end, we strive to foster an engaged, diverse, inclusive, safe, purpose-driven culture where team members have equitable opportunities for success. We do not tolerate discrimination on the basis of race, color, sex, pregnancy status, gender identity, marital status, political opinions, religion, age, disability, sexual orientation, social origin, national origin or any other status or forced labor, including incarcerated, migrant or underage labor.</p>
Human rights	Human rights are rights inherent to all human beings, regardless of race, color, sex, pregnancy status, gender identity, marital status, political opinions, religion, age, disability, sexual orientation, social origin, national origin or any other status. These rights are all interrelated, interdependent and indivisible. Human rights include protection against forced labor, including incarcerated, migrant or underage labor, in which work or service is involuntarily extracted from a person under the menace of penalty for its nonperformance, or which is coerced through the use of violence or intimidation or more subtle means such as accumulated debt, retention of identity papers or threats of denunciation to immigration authorities. Universal human rights are often expressed and guaranteed by law, in the forms of treaties, customary international law, general principles and other sources of international law.
Market-based emissions	Per the <a href="#">GHG protocol</a> : A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims.
Market leader	A company with the largest market share in a category. We are still finalizing how we will measure market leadership for "inclusive, sustainable brands and experiences"; however, we anticipate it to be a blend of quantitative and qualitative measures (e.g., share, guest perception, etc.) and will iterate over time as expectations for leadership in this space continue to evolve.
Net positive	A way of doing business that puts back more into society, the environment and the global economy than it takes out. This can be a broader term and applied beyond the climate conversation.
Net-zero emissions	Net zero is achieved when a company's scope 1, 2 and 3 emissions are reduced to a level that is consistent with a 1.5°C pathway, and any residual emissions are removed from the atmosphere through either nature-based or technological carbon-removal solutions (e.g., forestry, regenerative agriculture, carbon capture technology), by no later than 2050, in alignment with the Paris Agreement. Target has committed to net zero greenhouse gas emissions across our enterprise, 10 years ahead of the Paris Agreement.
Net zero enterprise	By 2040, Target commits to being a net zero enterprise — zero waste to landfill in its U.S. operations and net zero emissions across both its operations and supply chain, inclusive of scopes 1, 2 and 3.
Operational food waste	The food waste that arises in Targets own U.S. operations (supply chain facilities and stores).
Operations	Our operations cover our team members, our stores and other physical locations. Does not include Shipt.
Privacy and cybersecurity	Protect employee and guest data and rights of privacy by limiting the types of information gathered and the ways in which such information is obtained, used and stored as well as having systems in place to detect, contain and respond to potential security and privacy incidents.
Problematic plastics	Plastic packaging items, components or materials where consumption could be avoided through elimination, reuse or replacement and items that, post-consumption, commonly do not enter the recycling and/or composting systems, or where they do, are detrimental to the recycling or composting system due to their format, composition or size.



Term	Definition
Product and packaging design	Designing products and packaging to avoid problematic and unnecessary plastic, and instead choosing materials and formats that can be reused, refilled or replaced.
Product quality and safety	Products manufactured in a way that meets appropriate quality assurance standards and applicable regulations.
Purchasing practices	Partner with vendors and suppliers to achieve high labor and environmental standards for Target brand and Target imported products. Coordinate with vendors to utilize factories where workers are valued, the environment is protected and business is conducted in an ethical way.
REACH	Our Racial Equity Action and Change (REACH) committee was established in 2020 to drive racial equity for Black team members, guests and communities.
Regenerative	Operating the business in a way that does not just stop harming the environment but helps to restore and regrow natural systems. For example, regenerative agriculture is a rehabilitation approach to farming systems that focuses on topsoil regeneration, increasing biodiversity and improving the water cycle.
Responsible resource use	Operating the business in a way that uses resources responsibly in procurement, production, and manufacturing, including a focus on regenerative resources that avoid harming the environment and help to restore nature.
Responsible supply chains	Our commitment to consider social and environmental impacts when managing supplier relationships and making purchasing decisions.
Science-based target (SBT)	A greenhouse gas (GHG) emissions target that is in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement – limiting global warming to 1.5°C above pre-industrial levels. Science-based targets provide a clearly-defined pathway for companies to reduce GHG emissions, helping prevent the worst impacts of climate change and future-proof business growth. SBTs are set at the company or vendor level, not factory level. <a href="#">Learn more about SBTs</a> from this FAQ page published by the SBTi (see below).
Science-Based Target initiative (SBTi)	The <a href="#">Science-Based Targets initiative</a> is a partnership between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). They define and promote best practice in emissions reductions and net-zero targets in line with climate science, provide technical assistance and resources to companies who set science-based targets, and validate company targets. Validating SBTs with SBTi is optional, but encouraged, for Target business partners.
Scope 1, 2 and 3	See "GHG emissions scope 1, 2 and 3" on the previous page.
Serving and strengthening communities	Efforts that enable community vitality by engaging in local communities, serving as a trusted corporate citizen and working to shift inequitable systems.
Supplier	A partner that Target works with to develop, source and produce products. Suppliers may work directly with Target or the merchandise vendor. Suppliers may or not be designated to a merchandise vendor to utilize for specific products. Suppliers include factory and/or manufacturing locations.
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.
Supply chain facility	A Target operated warehouse facility that receives products from vendors and handles, stores and ships such products to stores and guests.
Sustainability	Target takes a holistic view of sustainability, with efforts focused on our business driving positive impact for both people and planet while also generating business results. We see sustainability efforts as part of an interconnected system, where our actions help address climate change, restore natural systems and drive opportunity and equity for our teams, communities and partners. These actions impact and reinforce one another to create change that is good for all.
Sustainability and Governance priorities	Target's "Sustainability and Governance priorities" reflect the company's most significant economic, environmental and social impacts and influence decisions of stakeholders. These issues may not be considered "material" for SEC reporting purposes. Target completed an updated priorities assessment in 2022.
Sustainable brands	Brands or manufacturers with industry-leading products or services that have context-specific environmental and/or socially beneficial features, backed by credible standards or impact metrics.
Sustainable practices	May include circular design/capabilities, carbon, waste and raw material input reduction efforts with a focus on inclusivity.
Sustainable supply chain	A supply chain that manages and mitigates the negative impacts of the environmental, social and economic aspects of that supply chain.
Talent and development	Providing opportunities to promote professional growth and learning among new and existing employees, and matching employee skills with the needs of the business in order to remain an employer of choice and retain key talent.
Target Clean	This Target-created program denotes products formulated or made without specified ingredients, defined as <100 ppm of finished product. The list of ingredients varies by category. Products carrying the Target Clean symbol must also meet the definition of "cruelty free," defined and validated as not tested on animals by each brand.
Target Forward	Target Forward is our vision to co-create an equitable and regenerative future together with our guests, partners and communities.
Target Zero	<a href="#">Target Zero</a> is a Target-created program denoting products and packaging solutions that are designed to be refillable, reusable or compostable, made from recycled content, or made from materials switched from plastic to paper, aluminum, steel or glass.
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.



Term	Definition
Transparency and reporting	Disclosure of information regarding labor, health and safety, environmental practices, business activities, structure, financial situation, and performance, in accordance with applicable regulations and prevailing industry practices.
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, as well as communities for which the company is helping create value.
Vendor	A business partner that makes owned brand, Target exclusive, Target distributed and/or national brand product. Product may or may not be imported by Target.
Virgin plastics	Plastics produced using new petrochemical materials, rather than recycled or renewable ones.
Waste	In the business context, the term generally refers to physical material that is no longer used for its intended purpose.
Waste elimination and reduction	Implementation of a systematic approach to identify, manage, reduce, reuse, recycle and responsibly dispose of waste.
Water risk	Water risk refers to the possibility of an entity experiencing a water-related challenge (e.g., water scarcity, water stress, flooding, infrastructure decay, drought). Source: <a href="#">CEO Water Mandate</a>
Water scarcity	Water scarcity refers to the volumetric abundance, or lack thereof, of freshwater resources. Source: <a href="#">CEO Water Mandate</a>
Water security	Water security refers to the capacity of a population to safeguard sustainable access to adequate quantities of acceptable quality water for sustaining livelihoods, human well-being and socioeconomic development, for ensuring protection against water-borne pollution and water-related disasters, and for preserving ecosystems in a climate of peace and political stability. Source: <a href="#">IPCC WGII Sixth Assessment Report</a>
Water stress	Water stress refers to the ability, or lack thereof, to meet human and ecological demand for freshwater. It considers several aspects, including water availability, quality and accessibility. Source: <a href="#">CEO Water Mandate</a>
Water use and management	Implementation of a systematic approach to conserve, reduce use of, and reuse water in company operations and supply chain, and to stimulate water conservation within our sphere of company influence, including beyond our operations in the communities that we operate to reduce water scarcity and promote water security.
Workplace health and safety	Maintaining a safe and healthy workplace environment that is free of injuries, fatalities and illness that is controlled through proper design, engineering and administrative controls, preventative maintenance and safe work procedures, and ongoing health and safety training.
Zero waste, Zero manufacturing waste	The conservation of all resources by means of responsible production, consumption, reuse and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health, as established by the <a href="#">Zero Waste International Alliance</a> . The threshold to be considered "zero waste" is normally set at a minimum of 90% diversion rate.