



Water 2015 Information Request Target Corporation

Module: Introduction

Page: W0. Introduction

W0.1 Introduction

Please give a general description and introduction to your organization.

Minneapolis-based Target Corporation (NYSE: TGT) serves guests at 1,790 stores in the United States and at Target.com. Since 1946, Target has given 5 percent of its profit through community grants and programs; today, that giving equals more than \$4 million a week. For more information about Target's commitment to corporate responsibility, visit Target.com/corporateresponsibility.

W0.2 Reporting year

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

Period for which data is reported
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Sat 01 Feb 2014 - Sat 31 Jan 2015

W0.3 Reporting boundary

Please indicate the category that describes the reporting boundary for companies, entities, or groups for which water-related impacts are reported.

Companies, entities or groups over which operational control is exercised

W0.4 Exclusions

Are there any geographies, facilities or types of water inputs/outputs within this boundary which are not included in your disclosure?

Yes

W0.4a Exclusions

Please report the exclusions in the following table

Exclusion	Please explain why you have made the exclusion
Non U.S. and Canada facilities	Our current disclosure does not include our headquarters and sales facilities outside of the United States and Canada. This includes three buildings in India and several small offices scattered around the globe. These facilities are currently excluded due to a lack of reliable data on water consumption. Based on estimates of potential consumption from all of these sources, they are considered de minimis, and would likely contribute a nominal portion to our total consumption.

Further Information

Module: Current State

Page: W1. Context

W1.1 Please rate the importance (current and future) of water quality and water quantity to the success of your organization

Water quality and quantity	Direct use importance rating	Indirect use importance rating	Please explain
Sufficient amounts of good quality freshwater available for use	Important	Important	
Sufficient amounts of recycled, brackish and/or produced water available for use	Not very important	Not very important	

W1.2
For your total operations, please detail which of the following water aspects are regularly measured and monitored and provide an explanation as to why or why not

Water aspect	% of sites/facilities/operations	Please explain
Water withdrawals- total volumes	76-100	Target consumes water almost exclusively from municipal water utilities, and uses utility bills to calculate withdrawal volumes
Water withdrawals- volume by sources	Less than 1%	Target does not track withdrawals by source
Water discharges- total volumes	Less than 1%	Target does not track water discharges
Water discharges- volume by destination	Less than 1%	Target does not track water discharges
Water discharges- volume by treatment method	Less than 1%	Target does not track water discharges
Water discharge quality data- quality by standard effluent parameters	Less than 1%	Target does not track water discharges
Water consumption- total volume	76-100	Target consumes water almost exclusively from municipal water utilities, and uses utility bills to calculate withdrawal volumes
Facilities providing fully-functioning WASH services for all workers	Less than 1%	Target does not provide WASH facilities for workers

W1.2a
Water withdrawals: for the reporting year, please provide total water withdrawal data by source, across your operations

Source	Quantity (megaliters/year)	How does total water withdrawals for this source compare to the last reporting year?	Comment
Fresh surface water	0	Not applicable	Target's water comes almost exclusively from municipal water utilities
Brackish surface water/seawater	0	Not applicable	Target's water comes almost exclusively from municipal water utilities
Rainwater	0	Not applicable	Target's water comes almost exclusively from municipal water utilities
Groundwater - renewable	0	Not applicable	Target's water comes almost exclusively from municipal water utilities
Groundwater - non-renewable	0	Not applicable	A small number of sites (<5) use well water for irrigation
Produced/process water	0		Target's water comes almost exclusively from municipal water utilities
Municipal supply	12473	Lower	Target's water comes almost exclusively from municipal water utilities
Wastewater from another organization	0		Target's water comes almost exclusively from municipal water utilities
Total	12473	Lower	Target's water comes almost exclusively from municipal water utilities

W1.2b
Water discharges: for the reporting year, please provide total water discharge data by destination, across your operations

Destination	Quantity (megaliters/year)	How does total water discharged to this destination compare to the last reporting year?	Comment
Fresh surface water		Not applicable	Target does not track water discharge

Brackish surface water/seawater		Not applicable	Target does not track water discharge
Groundwater		Not applicable	Target does not track water discharge
Municipal treatment plant		Not applicable	Target does not track water discharge
Total		Not applicable	Target does not track water discharge

W1.2c

Water consumption: for the reporting year, please provide total water consumption data, across your operations

Consumption (megaliters/year)	How does this consumption figure compare to the last reporting year?	Comment
12473	Lower	Target's water consumption reduction is due to changes in irrigation practices and process improvements in food preparation

W1.3

Do you request your suppliers to report on their water use, risks and/or management?

Yes

W1.3a

Please provide the proportion of suppliers you request to report on their water use, risks and/or management and the proportion of your procurement spend this represents

Proportion of suppliers %	Total procurement spend %	Rationale for this coverage
1-25	1-25	Target uses the Higg Index to query our apparel suppliers on water consumption

W1.4

Has your organization experienced any detrimental impacts related to water in the reporting period?

No

Further Information

Module: Risk Assessment

Page: W2. Procedures and Requirements

W2.1

Does your organization undertake a water-related risk assessment?

Water risks are assessed

W2.2

Please select the options that best describe your procedures with regard to assessing water risks

Risk assessment procedure	Coverage	Scale	Please explain
Water risk assessment undertaken independently of other risk assessments	Direct operations and supply chain	All facilities and some suppliers	The Corporate Sustainability and Energy & Sustainability teams primarily coordinate Target's water strategy, identify key initiative areas, assess risks and opportunities, and execute the company's approach to water management. Our Sourcing and Product Design & Development teams also address water in our supply chain through several industry initiatives.

W2.3

Please state how frequently you undertake water risk assessments, what geographical scale and how far into the future you consider risks for

each assessment

Frequency	Geographic scale	How far into the future are risks considered?	Comment
Six-monthly or more frequently	Country	3 to 6 years	The teams report their progress on initiatives, risk mitigation, and opportunities at both the company and asset level on a quarterly basis to the Sustainability Leadership Council. The Sustainability Leadership Council consists of Vice President or Senior Vice President level representatives from Marketing, Merchandising, Target Properties, Distribution (Transportation), and Stores.

W2.4
Have you evaluated how water risks could affect the success (viability, constraints) of your organization's growth strategy?

Yes, evaluated over the next 5 years

W2.4a
Please explain how your organization evaluated the effects of water risks on the success (viability, constraints) of your organization's growth strategy?

W2.5
Please state the methods used to assess water risks

Method	Please explain how these methods are used in your risk assessment
Internal company knowledge Life Cycle Assessment	

W2.6
Which of the following contextual issues are always factored into your organization's water risk assessments?

Issues	Choose option	Please explain
Current water availability and quality parameters at a local level	Relevant, included	
Current water regulatory frameworks and tariffs at a local level	Not relevant, included	
Current stakeholder conflicts concerning water resources at a local level	Relevant, included	
Current implications of water on your key commodities/raw materials	Relevant, included	
Current status of ecosystems and habitats at a local level	Relevant, included for some facilities/suppliers	We understand the impacts of our operations on the local communities in which we operate. Beginning in 2015 we'll start working towards our goal of incorporating native landscaping in 75% of the landscape areas of all new U.S. stores. In addition, we continued our efforts to work with local watershed districts with two partnerships in Minnesota. Through these partnerships we retrofitted storm water systems to better filter runoff and provide greater flood control.
Current river basin management plans	Not evaluated	
Current access to fully-functioning WASH services for all employees	Not evaluated	
Estimates of future changes in water availability at a local level	Relevant, included for some facilities/suppliers	We realize the potential for changes to water availability around the world. To mitigate this risk, we have set a goal to reduce our water consumption by 10% per square foot for our stores in the U.S. We are also working with our suppliers to understand and reduce water consumption within our supply chain through our work with the Natural Resource Defense Council.
Estimates of future potential regulatory	Relevant,	

changes at a local level	included	
Estimates of future potential stakeholder conflicts at a local level	Relevant, not yet included	
Estimates of future implications of water on your key commodities/raw materials	Relevant, included	We realize the potential risk for changes to water availability or quality around the world. To mitigate this risk, we are working with our Target branded product suppliers through environmental standards
Estimates of future potential changes in the status of ecosystems and habitats at a local level	Not evaluated	We include water quality in our Sustainable Product Standard. Water quality points are awarded to a product that contains no ingredients that are labeled as hazardous to the aquatic environment. These chemicals are found in the European Chemicals Agency list of chemicals classified under the globally harmonized system of classification and labeling of chemicals exhibiting acute (short term) aquatic toxicity (categories 1 & 2) and/or chronic (long term) aquatic toxicity (categories 1 & 2).
Scenario analysis of availability of sufficient quantity and quality of water relevant for your operations at a local level	Relevant, not yet included	We do not conduct scenario analysis of contextual issues for various water risks. We estimate out over five years potential changes and the impact they may have on our water goal or our work with suppliers.
Scenario analysis of regulatory and/or tariff changes at a local level	Relevant, not yet included	We do not conduct scenario analysis of contextual issues for various water risks. We estimate out over five years potential changes and the impact they may have on our water goal or our work with suppliers.
Scenario analysis of stakeholder conflicts concerning water resources at a local level	Relevant, not yet included	We do not conduct scenario analysis of contextual issues for various water risks. We estimate out over five years potential changes and the impact they may have on our water goal or our work with suppliers.
Scenario analysis of implications of water on your key commodities/raw materials	Relevant, not yet included	We do not conduct scenario analysis of contextual issues for various water risks. We estimate out over five years potential changes and the impact they may have on our water goal or our work with suppliers.
Scenario analysis of potential changes in the status of ecosystems and habitats at a local level	Not evaluated	We do not conduct scenario analysis of contextual issues for various water risks. We estimate out over five years potential changes and the impact they may have on our water goal or our work with suppliers.
Other		

W2.7

Which of the following stakeholders are always factored into your organization's water risk assessments?

Stakeholder	Choose option	Please explain
Customers	Relevant, included	In late 2013 we launched our Sustainable Product Standard. The standard will help establish a common language, definition and process for qualifying what makes a product more sustainable. Water quality points are included in the standard and awarded to a product that contains no ingredients that are labeled as hazardous to the aquatic environment when used by customers.
Employees	Relevant, included	
Investors	Relevant, included	
Local communities	Relevant, included for some facilities/suppliers	We understand the impacts of our operations on the local communities in which we operate. Beginning in 2015, we'll start working towards our goal of incorporating native landscaping in 75% of the landscape areas of all new U.S. stores. In addition, we continued our efforts to work with local watershed districts with two partnerships in Minnesota. Through these partnerships we retrofitted storm water systems to better filter runoff and provide greater flood control.
NGOs	Not evaluated	
Other water users at a local level	Not evaluated	
Regulators	Not evaluated	
River basin management	Not evaluated	

authorities		
Statutory special interest groups at a local level	Not evaluated	
Suppliers	Relevant, included	
Water utilities/suppliers at a local level	Relevant, included	We realize the potential for changes to water availability around the world. To mitigate this risk, we have set a goal to reduce our water consumption by 10% per square foot for our stores in the U.S. We are also working with our suppliers to understand and reduce water consumption within our supply chain through our work with the Natural Resource Defense Council.
Other		

Further Information

Module: Implications

Page: W3. Water Risks

W3.1
Is your organization exposed to water risks, either current and/or future, that could generate a substantive change in your business, operations, revenue or expenditure?

Yes, supply chain only

W3.2
Please provide details as to how your organization defines substantive change in your business, operations, revenue or expenditure from water risk

We define substantive change as those having a significant or material impact to our sales, expenses, or ability to source product from certain regions of the world.

W3.2d
Please list the inherent water risks that could generate a substantive change in your business operations, revenue or expenditure, the potential impact to your supply chain and the strategies to mitigate them

Country	River basin	Risk driver	Potential impact	Description of impact	Timeframe	Likelihood	Magnitude of potential financial impact	Response strategy	Costs of response strategy	Details of strategy and costs
										We have been heavily engaged in the multi-stakeholder group- the Sustainable Apparel Coalition for the past three years, with other retailers, brands, suppliers, NGOs, academic experts, and the U.S. Environmental Protection Agency. Collectively, we developed an index tool that creates a common approach for measuring

	Other:	Physical-Drought Physical-Increased water scarcity Physical-Increased water stress	Supply chain disruption		>6 years	Probable	Unknown	Engagement with other stakeholders in the river basin Engagement with suppliers Promote best practice and awareness Tighter supplier performance standards	Unknown	and evaluating sustainability performance in the supply chain, including water. We will use this tool to collect sustainability data later this year, and eventually incorporate sustainability metrics into our existing vendor and supplier scorecards. Our Product Design and Development team is also working with the Clean by Design program aimed at reducing the environmental impact of the textile industry. A select group of fabric mills participated in a pilot where low-cost and no-cost investments were identified to reduce waste, water, and energy use at the mills. These investments have a payback period under one year and represent thousands of dollars in annual savings.
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W3.2e

Please choose the option that best explains why you do not consider your organization to be exposed to water risks in your direct operations that could generate a substantive change in your business, operations, revenue or expenditure

Primary reason	Please explain
Risks exist, but no substantive impact anticipated	The majority of our operational water consumption is related to water use for restroom fixtures and irrigation. We are aware of the risk droughts pose to our operations and to our water reduction goal. However, we do not anticipate this to cause a substantive change in our operations.

Further Information

W4.1
Does water present strategic, operational or market opportunities that substantively benefit/have the potential to benefit your organization?

No

W4.1b
Please choose the option that best explains why water does not present your organization with any opportunities that have the potential to provide substantive benefit

Primary reason	Please explain
Opportunities exist, but nothing substantive	Much of our water usage is also driven by Building and Health codes which have requirements on specific flow rates and fixture quantities. Dramatic changes to these regulations are highly unlikely, though if passed, we can readily implement when required. Additionally, with water costs as a small percentage of operational expenses, we do not anticipate a substantive change in our business operations, revenue, or expenditure.

Further Information

Module: Accounting

Page: W5. Facility Level Water Accounting (I)

Further Information

Page: W5. Facility Level Water Accounting (II)

Further Information

Module: Response

Page: W6. Governance and Strategy

W6.1
Who has the highest level of direct responsibility for water within your organization and how frequently are they briefed?

Highest level of direct responsibility for water issues	Frequency of briefings on water issues	Comment
Senior Manager/Officer	Scheduled-quarterly	The teams working on water report their progress on initiatives, risk mitigation, and opportunities at both the company and asset level on a quarterly basis to the Sustainability Leadership Council. The Sustainability Leadership Council consists of Vice President or Senior Vice President level representatives from across the organization.

W6.2
Is water management integrated into your business strategy?

Yes

W6.2a
Please choose the option(s) below that best explain how water has positively influenced your business strategy

Influence of water on business strategy	Please explain
Establishment of sustainability goals	
Publicly demonstrated our commitment to water	
Tighter operational performance standards	
Tighter supplier performance standards	

W6.2b

Please choose the option(s) below that best explains how water has negatively influenced your business strategy

Influence of water on business strategy	Please explain
No measurable influence	

W6.3

Does your organization have a water policy that sets out clear goals and guidelines for action?

Yes

W6.3a

Please select the content that best describes your water policy (tick all that apply)

Content	Please explain why this content is included
Publicly available Company-wide Performance standards for direct operations Incorporated within group environmental, sustainability or EHS policy	

W6.4

How does your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) during the most recent reporting period compare to the previous reporting period?

Water CAPEX (+/- % change)	Water OPEX (+/- % change)	Motivation for these changes

Further Information

Page: W7. Compliance

W7.1

Was your organization subject to any penalties, fines and/or enforcement orders for breaches of abstraction licenses, discharge consents or other water and wastewater related regulations in the reporting year?

No

Further Information

Page: W8. Targets and Initiatives

W8.1

Do you have any company wide targets (quantitative) or goals (qualitative) related to water?

Yes, targets and goals

W8.1a

Please complete the following table with information on company wide quantitative targets (ongoing or reached completion during the reporting period) and an indication of progress made

Category of target	Motivation	Description of target	Quantitative unit of measurement	Base-line year	Target year	Proportion of target achieved, % value
Other: Reduction of water intensity	Cost savings	Reduce water use by 10 percent per square foot by 2015	Other: Percent reduction per square foot	2009	2015	100%
Reduction in consumptive volumes	Cost savings	Incorporate native landscaping in 75 percent of the landscape areas of all new U.S. stores.	Other: percent of area landscaped with native plantings			

W8.1b

Please describe any company wide qualitative goals (ongoing or reached completion during the reporting period) and your progress in achieving these

Goal	Motivation	Description of goal	Progress
Engagement with suppliers to help them improve water stewardship	Cost savings		

Further Information**Module: Linkages/Tradeoff**

Page: W9. Managing trade-offs between water and other environmental issues

W9.1

Has your organization identified any linkages or trade-offs between water and other environmental issues in its value chain?

No

Further Information**Module: Sign Off**

Page: Sign Off

W10.1

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

Name	Job title	Corresponding job category
Greg Downing	Manager, Corporate Social Responsibility	Environment/Sustainability manager

W10.2

Addressing water risks effectively, in many instances, requires collective action. CDP would like to support you in finding potential partners that are also working to tackle water challenges in the river basins you report against. Please select if your organization would like CDP to transfer your publicly disclosed risk and impact drivers and response strategy data from questions W1.4a, W3.2b, W3.2c, W4.1a and W8.1b to the United Nations Global Compact Water Action Hub.

Further Information

CDP: [D][-,][D2]