

# Moving Our Community Forward.



Target + You

A Community Engagement Playbook





Our team member volunteerism is one of the most visible ways that Target shows up to support our communities. Engaging your team in meaningful activities that address local needs, meet team member interest and leverage our resources is good for our people and the community.

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## Target Team,

As a company, our success relies on wellbeing of the communities we serve. With Target Forward, we doubled down on our promise of co-creating an equitable and regenerative future together with our guests, partners and communities.

Through Target Forward, we're building on our long history of community support including our commitment to giving 5% of our profits annually, an industry-leading track record of team member engagement and volunteerism, and a commitment to use our size, scale and resources to positively impact communities. We are committed to engaging with communities to build and implement solutions that drive positive impact and accelerate progress toward achieving our social and environmental sustainability commitments and goals.

I know the impact you and your teams have every day through care you provide your team and our guests, thank you for your continued work to support your community. You are at the heart of our success!

### **Ron Brown**


Vice President of Community Impact  
Corporate Responsibility

# Target Forward Overview

Target’s new sustainability strategy, Target Forward, puts our business to use to positively impact both people and planet. Anchored to our purpose to help all families discover the joy of everyday life, it positions our business for continued strength and growth, and builds on our legacy of corporate responsibility and sustainable practices.

All of our stakeholders- our team members, guests and investors, have rising expectations as to how we show up to support community. To be a retailer, community partner and employer of choice, we must use our size, scale and resources to create impact to our communities’ most pressing social and environmental issues.

Building on our long legacy of corporate responsibility, we will operate in such a way that does not just stop harming the environment but helps to restore and regrow natural systems and ensure fair treatment, equality of opportunity and fairness in access to resources for all.




**Building on our legacy of corporate responsibility and sustainable practices and anchoring to Target’s purpose to help ALL families discover the joy of everyday life, Target Forward marks a new era of social and environment sustainability for people and planet driving and influencing our business.**

**Our purpose:** To help ALL families discover the joy of everyday life.


**What it is:** Our sustainability strategy that puts our business vision to use to positively benefit people, planet and business.

**What we aim to achieve:** Target Forward is grounded in a vision to co-create an equitable and regenerative future with Target’s guests, partners and community through how we run our stores in the four-walls and community engagement beyond them.


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



*Design and elevate sustainable brands*




*Innovate to eliminate waste*



*Accelerate opportunity and equity*

### We are measuring our success on 11 signature goals




**Design and elevate sustainable brand partnerships**

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

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.**

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




**Innovate to eliminate waste**

By 2025, Target intends to reduce total virgin plastic waste in our owned brand packaging by 20%

By 2040, Target commits to net zero greenhouse gas emissions across our enterprise.

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



**Accelerate opportunity and equity by**

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







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

Create a workplace where **every Team Member can thrive** in when, where and how they work.

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

Invest in **wellbeing solutions** to address social determinants of health for Team Members and their families.

**How we'll get there**

-  Target aims to elevate owned, national and emerging sustainable brands that are affordable, inclusive and inspirational.
-  Target is committed to a sustainable and inclusive supply chain that is just and equitable for all workers.
-  Target plans to partner across the value chain solutions that eliminate waste, while providing ease and convenience.
-  Target commits to being a net zero enterprise by 2040.
-  Target aims to create an equitable and inclusive workforce and workplace.
-  Target will help enable the vitality and resilience of our team and the communities we serve.

**Community Vitality**

As part of Target Forward, we are committed to enabling the vitality and resilience of our team and the communities we serve.

You, and each of your team members, are ambassadors for Target Forward and play a role in enabling the vitality of the communities where you live and work. Whether through creating a welcoming store for guests, hiring from the local community or providing safety and security for our team and guests, you are already a champion of this work.

As we look to the future, together we will drive community vitality by operating at the intersection of:

- Community needs and culture
- Business assets and capabilities



As a major employer in the community, engaging our team and communities in workforce development is an example of how business and community can align to drive community vitality. And there are multiple ways you and your team can support this topic locally, whether by:

- **Volunteer** at a local workforce development center to do mock interviews with a job candidate.
- **Donate** via payroll deduction to a nonprofit supporting career placements/transition.
- **Vote** for candidates who support policy issues you value.
- Stay informed by reading articles or listening to podcasts from experts through **listening and learning**.

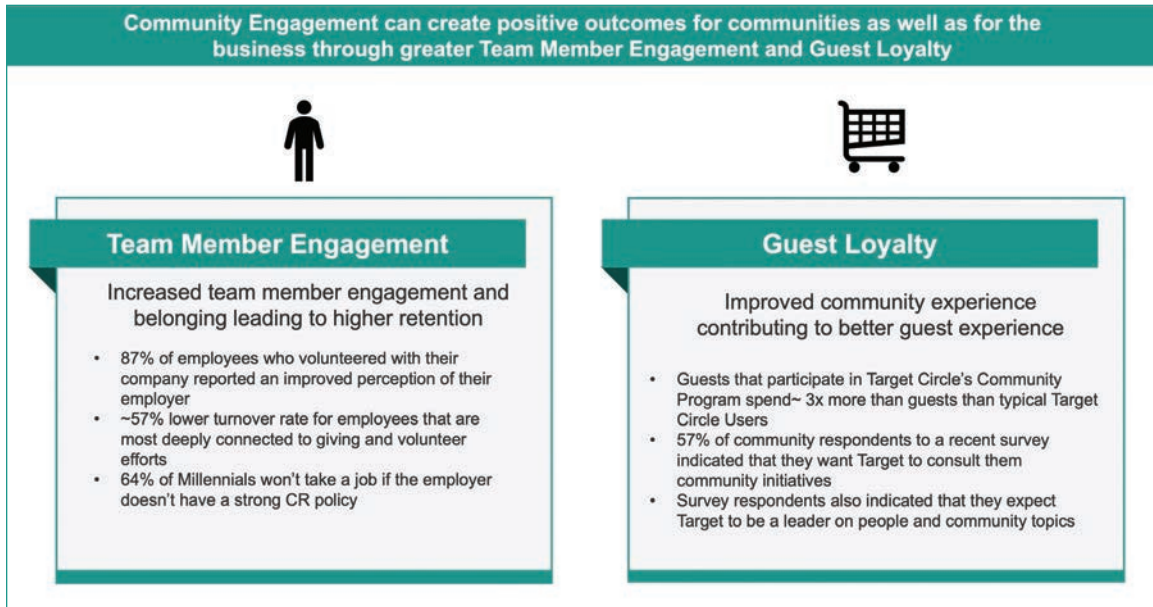


### Example In Action

Our teams partner with trusted community organizations to respond to community needs and concerns across the country. For example, when the team at store T-1507 noticed its community in Richmond, California, struggling to support the growing population of people without housing near their store. In response, they partnered with local nonprofit, Collaborating, and together identified service providers and partner organizations, and designed a day-long effort to support the unhoused population living near the store. With community partners, Target team member volunteers cleaned up debris around the encampment and handed out more than \$500 in gift cards for residents to buy food, personal care items, first aid kits and much more. The encampment residents responded, with many — despite previously declining to accept counseling services — choosing to talk with a nonprofit team of mental health and substance abuse professionals for short- and long-term support. Here are some examples of how you are already meeting community needs through leveraging our capabilities and involving our team in the impact.

# Community Engagement at Target

Getting community right can mitigate risk as well as create positive outcome for communities, and create business value for the enterprise through increased team member engagement and guest loyalty.



## WHAT IS YOUR ROLE?

- **Serve as Target's community ambassador.** Advocate for Target in the community and for the community.
  - » Get to know all the businesses around the store, especially small business owners.
  - » Build relationships with relevant neighborhood associations, nonprofits and community leaders.
  - » Listen and learn from community members and leaders: What matters to the community? What are their needs? Where are there gaps? Determine if there is anything Target can do to help.
  - » Look for ways to support other local businesses through the way we do our business. For example, when we need catering, use local vendors, not chain restaurants.
- **Drive community and volunteerism culture within the store.** Bring leaders along on community efforts. Educate store teams on community focuses and initiatives. Empower all to play a role in community efforts.

- » Encourage all team leads to develop relationships with organizations that might serve as a local talent pipeline for Target stores.
- » Hire hyperlocal Team Members who can help us understand the neighborhood and be our eyes and ears in the community and recommend volunteer opportunities and ways to engage in and support their community.
- **Be visible externally.** Strategically build partnerships with nearby nonprofits. Look for projects that serve their needs and will let the community see us outside our doors, helping the community.
  - » For example, seek out organizations that serve people without homes to help resource the store and improve interactions with the unhoused. [See Page 14: “Where to Find the Right Community Engagement Partner”](#)
  - » Use **CEF, volunteerism or GiftCards** (see [Community Engagement page on Store’s Workbench or DC Source](#)) as a way to support these organizations in return.
  - » Using social media ([targetonline.sharepoint.com/sites/CorporatePolicies/Policies/Forms](https://targetonline.sharepoint.com/sites/CorporatePolicies/Policies/Forms)).
- **Leverage community tools** including GiftCards and volunteerism budgets and community board. Advocate with the District Community Captain for neighborhood nonprofits/partners to receive a CEF grant.
- **Lead a welcoming, inclusive and guest-centric culture.**



As we continue to empower and enhance your role and presence in community, as outlined in the previous sections, we are aware questions and tools will be helpful. This appendix hopes to guide and provide resources for you to bring Target Forward ambassadorship to life through community engagement.

We must seek to build relationships and engage in conversations with the community we serve. People expect businesses to engage through business functions, like hiring, but businesses drive community vitality most when they take the time to understand their community’s needs and take action.

Community engagement is a cycle that is practiced overtime to build trust, relationships and credibility between Target and our community stakeholders. The key steps of community engagement are:

1. **Build relationships** - Consistent, ongoing relationships with the community around you through nonprofits, small businesses, guests and Team Members
2. **Listen and learn** - Be curious and seek to learn what is important to your community, what it needs and what is unique about it that should be celebrated.
3. **Identify opportunities and take action** - Think creatively and use your available resources (see resources section) to act upon what you’ve learned and create meaningful, localized solutions;
4. **Follow up and close the feedback loop with continuous learning** - After you take action, close the loop with your partners to get feedback and improve for next time.

## Source the Right Community Engagement Partner

Just as there is a great deal of diversity in the organizations you can volunteer with, there’s no one-size –fits-all approach for identifying organizations to support. Get creative and have fun with the process.

Where should you look for ideas?	This is what you can learn...
Search the <a href="#">myGiving</a> website.	View a variety of volunteer opportunities, and search to identify organizations by cause that are active in your community.
Tap into national partners who have broad networks of local organizations that offer volunteer opportunities across a wide range of issue areas and causes.	The <b>Points of Light Global Network</b> ( <a href="#">pointsoflight.org/global-network</a> ) has affiliates in 41 U.S. States and 38 countries; and there are nearly 1,800 chapters of <b>United Way</b> ( <a href="#">unitedway.org</a> ) around the world.

Learn about ideas from other colleagues.	Get inspired by all the activities other colleagues are planning across the country. Ask them how they built their relationship with an organization that they are working with.
Leverage your personal networks.	Ask friends, family, colleagues and customers about organizations they support or have heard about.
Use other search tools dedicated to volunteer opportunities.	Check out opportunities at <b>Engage</b> ( <a href="https://engage.pointsoflight.org">engage.pointsoflight.org</a> ) or <b>VolunteerMatch</b> ( <a href="https://volunteermatch.org">volunteermatch.org</a> ).
Connect with an organization your store has previously partnered with or supported.	Think about where you've donated money on behalf of Target or Team Member. Or consider a conversation you've had with a guest who supported an organization around an issue you care about.
Conduct a general internet search.	This can be a great way to identify smaller, lesser-known organizations.

## How to Find the Right Community Engagement Partner Fit

When you're looking for an organization to support, fit matters. You want your purpose, values and the needs of the community to align. Based on the conversations that you have had with your local stakeholders, and your experience with your community, you likely now know the most pressing issues to support. The logistics and ability to *develop* a longer-term relationship matter as well. Take the following into consideration during your search:

What should I consider?	This is what you can learn...
Does the organization focus on the issue or cause you want to support?	Your research may reveal something you hadn't thought about before. It's up to you (and those you're volunteering with) to determine if supporting a different cause makes sense.
Is the organization a nonprofit? Does the organization have a good reputation that aligns with Target's mission & values?	Sites like <b>Charity Navigator</b> ( <a href="https://charitynavigator.org">charitynavigator.org</a> ) and <b>Guidestar</b> ( <a href="https://guidestar.org">guidestar.org</a> ) can be helpful tools to validate the organization is a vetted 501(c)3 nonprofit in good standing and to assess if the values and practices of this organization are aligned with Target.  You can also conduct an internet search to see if they are any negative news stories about the organization and its reputation.
Do they deliver on their mission?	Review their annual report and impact statements. Learn about their programs and community impact.
Do they demonstrate a commitment to diversity, equity and inclusive practices?	If their website doesn't make this clear, these are things you can ask once you connect with them. If they have any discriminatory or exclusionary practices that might conflict with Target's values, they are not an organization to support.

<p><b>Does the organization have the capacity to host a group of your size should you choose to volunteer?</b></p>	<p>Small organizations may not have the space or bandwidth to accommodate your team if it's more than just a few people. Try to not place an undue burden on a nonprofit to accommodate your group for large-scale volunteering, but you could still support a small organization with individual volunteer engagement, donations and advocacy.</p>
<p><b>Is the organization located in a place that's accessible to volunteers?</b></p>	<p>Accessibility takes a variety of forms. You'll want to take into consideration how long the volunteers will have to travel and if it's near public transportation. In addition, you'll want to make sure the location is accessible to people with different abilities.</p>
<p><b>Does the organization have the availability to host volunteers at the time you're interested in volunteering?</b></p>	<p>If you're targeting a specific date or time of day, the organization may not be available to host your team. The more lead time you give yourself when planning, the more likely you are to find an organization that can accommodate your preferences.</p>

## How to Approach a Community Engagement Partner

- When connecting with a nonprofit organization for the first time, keep the following in mind:
  - » It's important to be humble in your approach and keep an open mind.
  - » If you have resources available to support, share this with the organization (i.e., gift cards).
  - » Don't focus on what you want to do and instead focus on learning what the organization needs from its volunteers and supporters.
  - » Don't commit yourself or resources to a project until you have confirmed with everyone involved that this is the right fit.
  - » Know that you are representing Target and sometimes that can elevate expectations to be managed
  - » When you talk to organizations they will have Development People involved who will focus on philanthropy be sure organizations also include Program people who are driving the execution.
- If you are looking to create a volunteer opportunity, remember it requires relationship building. Learn about other opportunities you and your team can support. If an organization doesn't promote projects to sign up for, reaching out to the organization's volunteer manager is the right next step. Depending on when you contact the organization, you may have to follow up a few times or wait for a response due to many nonprofit leaders balancing multiple roles.
- **Reminder:** The foundation for building any great relationship, including one with a nonprofit partner, is by leading with "we," not "me." You may have a great idea for a project, but ultimately, they are the experts on how to best support their organization

and community. You will want to ensure the relationship is a good fit and the event aligns with your interests, available resources and capacity. Make sure it is meaningful and addresses the specific cause for your team, Target and the nonprofit.

- Be mindful to ask about the organizations policy on things like photos during events to maintain the dignity and safety of those they serve.
- **Here's a sample email to help you get started:**

**To: Jane Doe**

**From: John Smith**

**Re: Community Engagement Partnership**

Dear Ms. Doe,

My name is John Smith and I work for Target. Our company is committed to being deeply ingrained within our communities.

We recognize that Food Insecurity is an issue that impacts our community, and my team is looking for an opportunity to learn more about your organization and its mission. You came to our attention because [insert what made this organization resonate].

We're interested in exploring opportunities to provide Target Team Members from our [store/district center, etc.] to have a meaningful impact in our community that would take place on or around [insert date] and learn about other opportunities that may be available in the long-term.

Would you be the right person to talk to about how we might support?

Looking forward to hearing back from you!

Thank you,

John Smith  
Target Team Member  
1234 Bullseye Road  
Somewhere, MN 22222  
(123) 555-5555



Contact the **Corporate Responsibility Team** ([CorporateResponsibility@Target.com](mailto:CorporateResponsibility@Target.com)) for additional questions or support.

- Target Forward: Our Sustainability Strategy  
<https://corporate.target.com/sustainability-esg/strategy-target-forward>
- Corporate Policies  
<https://targetonline.sharepoint.com/sites/CorporatePolicies/Policies/Forms>
- Corporate Responsibility & Community Engagement  
<https://targetonline.sharepoint.com/sites/stores/SitePages/Corporate-Responsibility-and-Community-Engagement>

## Building and Sustaining Your Community Engagement Partnership

Focus on relational, not transactional: While volunteer projects are a step in having meaningful impact within communities, the opportunity to have a deeper impact comes when we engage with nonprofit organizations to do more than just a single, done-in-a-day project. Here are some tips for moving from a one-time volunteer experience to a more sustainable, impactful relationship.

Tip	Additional Details
Scope for future impact.	<p>When you first connect with an organization to discuss opportunities to support their mission, it's likely that you'll end up discussing more ideas than can be accomplished in a single day. Instead of viewing some of these ideas as things <i>you won't do</i>, consider reframing your thinking to prioritize the ideas as things to <i>do in the future</i>. Get creative, and think about the long-term opportunities to support their work.</p> <p>You can also use these conversations to determine opportunities that are unrelated to volunteering. For example:</p> <ul style="list-style-type: none"> <li>• Can you share information about their organization or its upcoming events on your store's community board?</li> <li>• Do they have programs that could benefit from a donation drive being hosted in your store?</li> <li>• Would it be possible to recognize and celebrate their staff's work with a gift card donation?</li> </ul>
Follow up after the project.	<p>Forming a relationship with an organization requires follow up. After your volunteer project, be sure to connect with them on a call or via email within a few days. This is your chance to:</p> <ul style="list-style-type: none"> <li>• Thank them for their work in the community and for hosting your volunteer team.</li> <li>• Debrief on the event to identify ways to enhance or improve a future partnership. Do they have suggestions for you?</li> <li>• Discuss how to best stay connected and find ways to partner again – you may even have the next idea ready to coordinate!</li> </ul>

Stay in touch.	<p>Develop a cadence for staying connected – perhaps it’s a monthly email check in or a monthly call. What’s appropriate will be based on what makes sense for the relationship, opportunities that may be in the pipeline, etc.</p> <p><b>Consistency</b> is important. A random call five months later may signal to the organization that you are not interested in building and maintaining a relationship.</p>
Reinforce that this is a mutual relationship.	<p>Nonprofit organizations are often accustomed to one-sided relationships, where the requests for engagement are driven by external partners (volunteers, companies, etc). It’s important to establish a <b>mutual relationship</b> so the organization feels comfortable offering alternative ideas to engaging partners or even saying “no” to a request.</p> <p>Likewise, you want to create a culture where they feel they can pick up the phone to call you. This type of mutuality better ensures the wants of the community are prioritized above all else.</p>
Keep track of the relationship.	<p>Track key details in the relationship including point(s) of contact, event/engagement history, impact information from those events, etc. For future opportunities, stay organized by creating a spreadsheet or similar document that allows you to track ideas, potential dates and notes on where you are in the planning process.</p>
Share with your team	<p>Extend the volunteer or service you did with an organization by providing updates and keeping the pulse for this organization and their mission beating with the team.</p>

## How to Create a Meaningful Volunteer Event by Starting With a Clear Scope

- In order to begin a successful community partnership, consider putting together a project scope or a summary or description of the volunteer event and its activities, including what will be achieved as a result of the specific event. This may include, but not be limited to, all related activities surrounding the event, resources, timelines, deliverables, key stakeholders, processes, assumptions and constraints.
- Develop a clear outline of why you are creating this opportunity:
  - » Who will be involved?
  - » What will you contribute?
  - » When will you volunteer?
  - » Where will the activity take place?
  - » Why does this opportunity matter to your volunteers?
- Schedule a site visit to establish a relationship by meeting the organization’s key stakeholders and aid in planning and knowledge-sharing efforts to ensure a high-impact outcome. If a site visit isn’t possible in person, consider asking for a virtual tour, and use this guide to help answer your questions to finalize the scope and begin planning.
- Determine clear and concise roles and responsibilities for internal Team Members, and ensure the organization has complete agreement around roles and responsibilities.

## Share the Impact

- After you've created a strong nonprofit partnership and completed the successful community engagement activity, what should you do next? It's important to recognize your volunteers and nonprofit partnership for recognition and storytelling.
- Reference **Target's Social Media Guidelines** ([targetonline.sharepoint.com/sites/CorporatePolicies/Policies/Forms](https://targetonline.sharepoint.com/sites/CorporatePolicies/Policies/Forms)) for more details and any policies from your partner organization.
- If you're interested in building a deeper partnership with an organization you have worked with (and we recommend you do if it's a good fit), be sure to share the impact with your leadership.
- Things to Do on Social Media:
  - » **Tag both @target and the nonprofit.** Most nonprofits appreciate their volunteers promoting them and their work on social media because it can introduce them to new supporters. If you're not sure of their social media handles, ask them.
  - » **Use a hashtag** – this digital tool is central to how organizations track engagement. Some nonprofits use hashtags to promote specific programs or initiatives. If you're not sure, ask them. We encourage you to use #targetvolunteers, which is Target's hashtag for community engagement.
- Here's an example of how **Chicago Cares** posted on their Facebook page ([facebook.com/ChicagoCares](https://facebook.com/ChicagoCares)) about the work they did with Target's local store Team Members and Open Books Pilsen.



## Reflection: Learn from What Worked... And What Didn't

- In the days that follow the project, we recommend debriefing with others who supported the planning process. It's a time to identify what worked and what can be improved. This exercise should inform what comes next and any changes you would make when planning a future opportunity. Ideally, scheduling this debrief in advance will help the planning team know what is coming so they can reflect on these questions during the process. The following table walks through different aspects of the project planning process and things to reflect on:
  - » How was the nonprofit to work with? Were they responsive? Collaborative?
  - » Did the organization demonstrate equity and inclusion with the people and community they support?

- » Does the organization seem like a good fit to partner with again? If so, are there any future opportunities that have already come to mind?
- You should also consider scheduling a debrief with the nonprofit to understand their experience. If this step isn't possible, make sure you're receiving their feedback via email or in another form. Topics to address during this debrief include:
  - » How was their experience?
  - » Did the volunteers and their work meet expectations?
  - » Any opportunities to improve? Any issues that may have come up?
  - » Share reflections of your own related to the questions noted above regarding the experience of working with them, etc.
  - » What are opportunities for partners to continue to stay engaged with the organization?
- Share Your Learnings with Others:
  - » There are many lessons to be learned from planning a volunteer project. Sharing these takeaways is a great way to help support other Team Members on their community engagement journey or inspire them to get started. Consider sharing what you've learned and reflections on your experience with your peers on team calls, on the myGiving platform and in other ways that you communicate with Team Members.

### **Civic Engagement: There's No One-Size-Fits-All**

- The ways in which we can participate in civic engagement are as unique as the communities where we live and work.
- Sometimes how we are able to support the causes we care about is influenced by other factors.
  - » There can be barriers to civic participation. It's important to recognize there can be an element of privilege around civic engagement.
  - » Participation will look different for each individual based on their interests, what their community needs and any barriers or challenges that may exist.

### **Being a Partner and Showing Up the Right Way**

How you "show up" in support of the causes you care about is as important as showing up at all. What you say about a community and its members is important, especially if you're not from that community or you don't have the same lived experience of the issue you're supporting. Being a partner means working with a community, not for that community.





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