



2010 Sustainability Report



  

Cold wash + line dry = happy planet.

Think Climate Cold Wash & Line Dry Follow these care instructions for a happy planet. Cold wash your clothes and hang them on the line where possible. It won't affect the care of your garment and it's better for the environment.

Target. 100% happy.



Managing Director's welcome

Welcome to Target's 2010 Sustainability Report. This report was developed to share our sustainability commitments, our progress in meeting them and our objectives for future performance.

At Target, sustainability is about making a difference in our communities, improving health and safety standards for our team members and reducing our environmental impacts. We are committed to embracing sustainability throughout our business so that it becomes a part of everything we do each and every day.

Following our successful initiative last year to remove plastic shopping bags from our stores, this year we took another significant environmental step with the introduction of our Think Climate label on a large range of our clothing and manchester products. Our new label gives customers a choice to reduce their energy use by washing their Target products in cold water and hanging them on the line where possible. Cold washing and line drying won't have adverse affects on Target's washable products and we have helped our customers save on their energy bills all while reducing their impact on the environment.

Other key highlights from the past year include successfully reducing our Lost Time Injury Frequency Rate by 13.0 per cent from 9.2 to 7.97, and launching a new Diversity Strategy to increase our representation of Aboriginal Australians and women in non-traditional and senior management roles. We also introduced a new family-friendly Paid Parental Leave Scheme, developed an energy reduction strategy plan and produced draft environmental packaging guidelines.

On the community front, we were proud to grow our strong relationships with key partners The Alannah and Madeline Foundation and St John Ambulance. We also continued to provide essential support for other community organisations such as SIDS & Kids, UnitingCare, Bonnie Babes and many more.

Building a culture of sustainability and social responsibility begins within the business and we are doing this by engaging all team members and equipping them to build sustainable thinking and practices into their work every day.

It is important to us to achieve a greater understanding of our impact on the world around us by reducing packaging material use, improving water efficiency, installing more efficient lighting and using energy conservation tools. We are continuing to ensure our suppliers follow our Ethical Sourcing Code, and promoting positive community relations to help our customers have happy, safe families.

As we move forward we will remain focused on having a meaningful impact on all areas of sustainability – our environment, our people and our community.

Launa Inman
Managing Director



Front page: A Northland team member displays our new Think Climate program.

Left: Customers have embraced our new compostable bags.

Who we are

One of Australia's leading department store retailers, Target provides great style, great value and great quality clothing, homewares and general merchandise in all 290 stores throughout metropolitan and regional Australia.

At Target our core product ranges include womenswear, intimate apparel, menswear, childrenswear, accessories, soft homewares, nursery, electrical, toys and other general merchandise. Our key point of difference is the use of Target branded product, with national brands and licenses used to complement the Target range.

Positioned between the high-end department stores and the discount department stores, Target offers a unique combination of product, value and convenience. In June 2010, more than 24,000 team members were employed in 171 Target stores and 119 Target Country stores in every state and territory across the country.

Our operating revenue in 2009/2010 was \$3.8 billion and our earnings before interest and tax (EBIT) margin grew in this period from 9.4% to 10% due to an improvement in the merchandise mix by ensuring volumes reflected customer expectations.

Year in review

Over the last year we maintained our commitment to improve the safety performance of our team members, continued to explore and measure energy saving opportunities and worked hard to support our community partners.

Team member safety is always a key focus for Target and this year we demonstrated our strong commitment by successfully reducing our LTIFR by 13.0 per cent from 9.2 to 7.97. This was achieved through equipment modification as well as continued manual handling awareness throughout the organisation.

In an exciting step we introduced Target's new family-friendly Paid Parental Leave Scheme in February 2010 which provides extra benefits for team members while they raise their families. We also launched a new Diversity Strategy with the key aim of developing a diverse workforce including a greater representation of Aboriginal Australians and women in nontraditional and senior management roles.

During the year we appointed EnTech USB to collect and analyse our electricity, gas and LPG usage data on a monthly basis. Through this partnership we can report and investigate consumption trends.

Following the removal of plastic shopping bags from our stores in 2009, this year we continued to educate our customers and team members about this significant change using in store signage, print advertisements, our internet site and internal bulletins.

In 2009/10 we were proud to continue to promote and support our key community partners, raising more than \$669,496 for The Alannah and Madeline Foundation's Buddy Bag Program by selling Target red reusable bags. We extended the St John Ambulance Kids Safe first aid program nationally providing courses for 1161 parents and carers of children.

Our operating revenue was \$3.8 billion and our EBIT margin grew from 9.4% to 10%



Keeping our customers happy during Toy Sale.



This year our store teams recycled over 14,000 tonnes of cardboard.



Our strategy is great style, great value and great quality.

2010 Priorities

Continue to promote the safety of our team members, with a focus on manual handling.

Identify the key energy efficiency opportunities in our business.

Develop Target Environmental Packaging guidelines for our suppliers.

Continue to support our community partners and encourage employee involvement with the community.

Outcomes

Achieved By continuing our education of manual handling risks and modifying our equipment we have reduced our LTIFR by 13.0 per cent from 9.2 to 7.97.

Achieved Target has completed Energy Efficiency Opportunities Representative Assessments and developed strategy plans for the implementation of energy efficiency initiatives across the business.

Partially achieved We have developed draft environmental packaging guidelines with the aim to further reduce packaging waste.

Achieved Under our strategy of 'safe, happy families' Target contributed to and helped raise over \$3.08 million to support our community partners.



Managing Director Launa Inman congratulates the Baby and Basics team on winning the Managing Director's Award at the 2009 Rondel Awards.

Our team

Target is committed to recruiting, training and retaining team members and fostering a 100% happy culture throughout the organisation.

In 2010 we commenced a new Store Leadership Program, continued to roll out our Future Leaders Program for store team members and redeveloped 12 on-line training courses.

At Target we promote equal opportunities for individuals to be selected, promoted, and developed based on merit and objective criterion.

New Diversity Strategy

Through our new Diversity Strategy we aim to make Target a place where everyone feels welcome and valued. The initial focus of our strategy is to improve our representation of Aboriginal Australians and women in non-traditional and senior management roles. We have identified that attracting, developing and retaining a diverse workforce is critical to our business growth.

Under our new Diversity Strategy we commenced a pilot program for Indigenous School Based Traineeships in NSW, and store managers and the Senior Leadership Team attended cultural awareness training. We also increased the representation of women in non-traditional and senior management roles throughout the organisation. As at 30 June 2010, the percentage of women in management roles was 41.3 per cent. In addition to this we trialed a Women's Leadership Program where women gain the skills and confidence to meet challenges of the corporate world. The program covered a range of issues such as personal branding, taking calculated risks, negotiating and achieving a work/life balance.

Paid Parental Leave scheme

To support our valued team members and enhance our reputation as an employer of choice, we introduced a new Paid Parental Leave scheme in February 2010 which provides 12 weeks paid leave (at half pay) to eligible permanent full-time or part-time team members. This important initiative in conjunction with increased education and communication to promote flexible work arrangements, supports Target's workforce in balancing their work and family commitments.

Formal recognition program and Rondel Awards

Our formal recognition program provides an opportunity to highlight individual and team achievements in many areas such as customer service, leadership, sustainability, community participation, innovation, and health and safety. The selection criteria for rewards and recognition are based not only on measurable performance targets, but also on the key principles of our corporate values and behaviours. Team members must demonstrate a passion for excellence, respect and recognition, integrity and the ability to work together.

In August 2009 we held our inaugural Target Rondel Awards dinner in Geelong to formally recognise and celebrate the outstanding contributions and successes of our team members from all over Australia.

On the night, Wesfarmers Managing Director Richard Goyder, Target Managing Director Launa Inman and almost 100 team members heard many inspirational stories of outstanding dedication and hard work.

A highlight of the awards night was the introduction of our newest team member Ronnie, our Rondel character. Over the past year, Ronnie has appeared at various events, including store openings, awards nights and Christmas parties to help us to help us engage with our customers, team members and other stakeholders on a new and more intimate level.

Women in
management
roles = 41%



Our new multi offsite reserves have been outfitted with loading dock boom gates to improve safety.



Target values safety

The safety of our team members, customers, contractors, visitors and neighbours is very important to us at Target. As a business, we are committed to continually improving our safety performance and promoting the health and wellbeing of our team.

Manual handling tasks are frequently performed by our team members and pose one of the greatest risks of injury. In 2010 we continued our focus on safe manual handling practices and successfully reduced our LTIFR from 9.2 in the previous year to 7.97. This reduction was achieved through equipment modification in conjunction with continued manual handling awareness.

Key enhancements to our safety processes included installing rubber hand guards on stock cages used to move merchandise around stores and modifying our platform ladders to reduce incidents caused by team members stepping off too early.

Our two purpose-built Welshpool and Cavan multi offsite reserves, which opened in January 2010, have improved facilities for stock handling and storage providing a safer working environment for team members at those sites.

At Target we have a safety management system called SafetyCARE to ensure health and safety is effectively managed across the entire business. In February 2010 Target Country Warracknabeal received an outstanding score of 94% in a safety audit (or AAA in the old scoring tool) which reflects a "highly effective" implementation of the SafetyCARE system in the store - this is the company's first AAA result in a formal safety audit.

The Warracknabeal team achieved this outstanding result by demonstrating a passionate commitment to implementing safety. Through consistent supervision, training and follow-up over the past eight years the store was able to provide a sound history of safety compliance with plenty of documented evidence.

In 2010 we successfully reduced our LTIFR from 9.2 to 7.97

Our safety performance

	2007	2008	2009	2010
Lost Time Injury frequency rate	10.36	9.34	9.2*	7.97
Workers compensation claims	684	837	834	757

* Final 12 months rolling average
1 July 2006 – 30 June 2010
Contractor hours and LTIs are not included

Target in the community

Together with our community partners, we continued to develop and expand the successful programs under our 'safe, happy families' strategy in 2010.

Our total direct community contribution for this period exceeded \$1.44 million and, in addition to this, our customers, suppliers and team members contributed an extra \$1.64 million, resulting in a total community contribution in excess of \$3.08 million. Key community partners that benefited from this support included The Alannah and Madeline Foundation, St John Ambulance Australia, Bonnie Babes Foundation, SIDS & Kids and UnitingCare Australia.

The Alannah and Madeline Foundation

Launched in November 2008, our partnership with The Alannah and Madeline Foundation has been an overwhelming success with both our customers and team members. The funds raised from the sale of our Target reusable red bags over the past 12 months enabled us to donate \$669,496 to The Alannah and Madeline Foundation's Buddy Bag Program. This donation helped fund the purchase of 5,000 backpacks containing essential items for infants and children removed from their homes as a result of or due to the threat of violence.

St John Ambulance Australia

Over the past 12 months Target hosted 91 St John Ambulance Kids Safe first aid courses in stores across Australia. The four hour course specifically aimed at parents and carers of children 12 years and under is valued at \$125 per person. Through the partnership 1161 parents and carers received valuable first aid training free of charge.

UnitingCare Christmas Appeal

Our generous customers and team members donated over 65,000 gifts and \$81,000 worth of gift cards to the UnitingCare Christmas Appeal to be distributed out to those in need in local communities across Australia. This year we launched on-line gift card donations which gave customers the opportunity to donate via our website.

Red Nose Day

We participated in the 2010 SIDS & Kids Red Nose day appeal with our customers purchasing \$201,419 of novelty merchandise. All Red Nose Day donations assist SIDS and Kids in providing vital services and programs, dedicated to saving the lives of babies and children.

*\$3 million
contribution to
the community*



Target reusable bags at the Melbourne Grand Prix.

Just a few of the gifts donated in the 2009 Unitingcare Christmas Appeal.



Through our partnership with St John 1161 parents and carers received valuable first aid training free of charge.

Bonnie Babes Foundation

Our partnership with the Bonnie Babes Foundation entered its 16th year and once again we supported the foundation by donating 5% of childrenswear sales on National Babies Day, 19 September 2009, raising \$83,696 for this important cause.

Emergency support

Unfortunately each year in Australia there are natural disasters where we are all called upon as a nation to assist those affected. In April 2010, we trucked five pallets of goods to the Charleville community centre in Queensland to help those who lost their possessions in floods.

There are also many people in our communities who experience homelessness, poverty and illness on a day to day basis. Target is always willing to assist those in need through the donation of samples of clothing, shoes, homewares and toys. We donate to charities such as McKillop Family Services and Uniting Care who provide a vital service supporting families in crisis.

Community investment = \$1,442,469

Indirect support = \$1,644,896

Regional community efforts

At a regional level our store teams show an amazing amount of generosity in their local communities every day. From supporting local schools and kindergartens to regional hospitals, homeless shelters, community programs and local fun runs, our store teams play a vital part in the communities in which we operate.

In the past year, the District 12 team and several other stores from New South Wales have raised more than \$14,200 for Bear Cottage, a not for profit organisation that provides a home for terminally ill children and their parents. This initiative has brought the store teams within the district together and enabled them to make a difference in the lives of others less fortunate. The team regularly holds cake days, guessing competitions, community BBQs or food days and raffles to raise funds for this essential charity.

The Target Mount Gambier team has, for the last 26 years, provided a unique shopping event giving local elderly citizens the chance to enjoy a privileged shopping experience without the hustle and bustle of Christmas trade. A great deal of care goes into providing a festive and safe experience for these community members, outside the stores' public trading hours. Team members graciously volunteer their time to assist on the night and offer a fabulous supper and entertainment in the form of a team member Christmas choir.

For the past three years the Shellharbour store team has been raising money for Camp Quality, an organisation that supports kids with cancer. Since July last year the Shellharbour social committee has inspired the whole district to come on board to raise \$8370 from various activities including holding a sausage sizzle on the day of the annual Convoy for Kids event.

At Target Colac in Victoria, the kind-hearted team members banded together to arrange a trivia night to raise more than \$10,000 for colleague Cherie Conway and her son Mason who suffers from spastic quadriplegia.



District Manager Grant Dunn and team members paid a visit to the Bear Cottage hostel to hand over some much needed funds.

Our focus on the environment

At Target we are committed to creating an environmentally sustainable culture within our business and the community. We continue to work hard to achieve our vision to be recognised and applauded for our respect for the environment by our team, partners and the community.

Bag strategy awareness

Following the removal of 100 million plastic shopping bags from our business annually since 1 June 2009, we continued to educate our customers about the changes through in store signage, print advertisements, our internet site and internal bulletins. Customers can choose to bring their own bag or purchase one of our range of reusable or compostable bags.

Think Climate product label

In line with leading European retailers, we took our next environmental step launching the Think Climate label to our customers and encouraging them to reduce their energy use by cold washing and line drying Target products. The new environmentally conscious label can now be found on the care instructions and packaging of a large range of our clothing and manchester across all stores.

Target's Think Climate label, which recommends cold washing and line drying, can be found on most Target brand clothing including women's, men's and children's tops, jeans, pants, jumpers and socks and much of our manchester range including towels and bed linen. According to the Australian Government's energy rating website, approximately 80% of the total energy used in a warm wash is associated with heating water, so washing clothes in cold water can make a substantial energy saving. (<http://www.energyrating.gov.au/faq.html>)

In line with Target's commitment to quality, extensive testing has been conducted on all products with the new Think Climate label so customers can be confident that if they wash in cold water using a cold wash detergent, their Target products will perform to the same high quality standards.

Reducing our waste

In the past financial year, Target used over 140 million plastic clothes hangers of which we recycled 2,554 tonnes – this equates to an amazing 11.5 Olympic size swimming pools full of plastic hangers.

After hangers are removed from garments they are stored in the reserves area at each store until they are ready for collection by our long-term recycling partner logistics company, the TIC Group. TIC sorts the hangers by type, removes and sorts the size tags, then boxes them up ready for shipping to our suppliers. New garments are then hung on the hangers and returned to stores and all damaged hangers are recycled and made into new hangers.

This year we introduced commingled recycling in 28 selected stores in Victoria, including a rollout in our Geelong (Vic) Office. In addition we implemented white paper recycling in 54 stores across Victoria, South Australia and Western Australia.

Water consumption

Although we are a small water user, this year for the first time we used new methodology to estimate our water consumption. Based on the assessment it was estimated to be 88 litres per FTE per day and a total of 339 megalitres per year excluding water usage associated with air conditioning. In the coming year our facilities and store teams will work closely to conduct water audits to measure our water use more accurately.

In addition to these advances, we have worked closely with NALCO to successfully complete the upgrade of all water treatment control units, servicing our cooling towers. This enables water quality to be monitored online 24 hours a day, 7 days a week, reducing the requirement of site visits from weekly to monthly in all states except Victoria, which is a huge reduction in our carbon footprint. NALCO estimates this saves 8,000 litres of petrol and 18,400 kilograms of CO2 per annum. It also enables far greater control of water quality in our HVAC systems, in turn reducing the need for tower cleans, another huge water saving.

Stopped 100 million plastic shopping bags from going to landfill



This year we recycled 11.5 Olympic size swimming pools full of plastic hangers.

Water use

(megalitres)

2007	2008	2009	2010
			339

Estimated water consumption excludes water use associated with air conditioning

The shrinkwrap machine at our Welshpool multi offsite reserve.



2.3 million
less cartons



Team members from our Elizabeth store in South Australia won the Green Week Challenge for their outstanding initiatives to reduce our environmental impact.

Carton reduction Initiative

In 2009 we introduced our carton reduction program to reduce the number of cartons delivered into our distribution centres and stores. Since the start of the program we have reduced the number of cartons delivered into our distribution centres by up to 10% - this equates to 2.3 million less cartons. Target Stores collected 14,435 tonnes of cardboard in 2009 that was diverted from landfill through recycling at back of stores, 2010 saw this amount drop to 14,335 tonnes resulting in a reduction of 100 tonnes.

Our buying teams and suppliers have reduced cartons by consolidating orders across departments or business groups, increasing promotional pack sizes, introducing multiple pack sizes to accommodate smaller and larger stores, reviewing and reducing the frequency of replenishment orders, consolidating orders with the same delivery date and investigating and implementing pick and pack from China.

The business benefits of reducing cartons include decreased greenhouse gas emissions from reduced volumes in the supply chain, reduction in cartons to recycle and less waste to landfill, considerable savings in processing costs, reduction in supplier and store costs, and improved productivity in buying teams, distribution centres and stores.

Distribution centres and offsite reserves

A wide range of sustainable features is now included in the design of new multi off-site reserves. The new multi off-site reserve at Welshpool (WA) which opened in January 2010 includes an on-site stormwater catchment, electric forklifts, translucent roof sheeting to increase levels of natural light, thick external walls to improve thermal performance and automatic lights which switch off when sunlight levels are exceeded.

Some of our older sites have been refitted with energy and water-saving equipment to reduce consumption. Our largest distribution centre at Taras Avenue in Altona now has energy efficient Dyson Air-Blade hand dryers in a number of toilets to eradicate paper towel waste, air conditioning and lighting is shut down in areas that are not used after 5pm, stickers have been fitted to all computers and light switches to remind users to turn everything off at night to save energy, water-saving kits have been fitted in all toilets, and washers have been replaced on all taps.

Green Gretta introduced during Green Week

During the first week of June 2010 Target team members participated in our second annual Green Week to celebrate the first anniversary of Target's national bag strategy and World Environment Day. This year's theme was "It's time to reduce, reuse, recycle" and it was a great opportunity for our team members to stop and think about the environment and how everyone can take small steps to reduce their impact both at work and at home.

This year we introduced our new environmental character 'Green Gretta' to lead our 2010 Green Week campaign and support our other environmental initiatives throughout the year. Gretta is committed to helping educate Target team members about sustainability - in fact, her name even comes from recycling the letters in the word 'Target'!

During the week, our store teams took part in the Target Green Week Challenge that created awareness and looked at ways we can further reduce our impact on the environment.



Meet Green Gretta

Supporting national and international events

At Target we are committed to supporting a range of national and international environmental events including Earth Hour, World Environment Day, Ride to Work Day and National Recycling Week to create greater awareness among team members and support the global initiatives.

In 2010 Target again participated in Earth Hour the world's largest ever global climate change initiative. By turning off both our internal and external lights (where possible) for one hour at 8.30pm on 27 March 2010 we saved an equivalent of between 1 to 3 tonnes of CO2 emissions.

Carbon and energy

Our total greenhouse gas emissions were estimated to be 239,827 tonnes of carbon dioxide equivalent. This is up 9.1 per cent on last year and equates to 62.70 tonnes of carbon dioxide per million dollars of revenue, up 8 per cent on last year. Our greenhouse gas emissions were largely due to electricity consumption at our stores, distribution centres and support centres (approximately 90.2 per cent), synthetic gases used in our air-conditioning (approximately 4.4%) and waste disposed off-site (approximately 3.4 per cent).

Our main energy use during the year was electricity consumption for lighting in our stores. Total energy consumption was 840,788 gigajoules, up 2.8 per cent on last year. Our total energy consumption per million dollars of revenue was estimated to be 220 gigajoules, up 1.8 per cent on last year. This energy use was mainly 7 per cent fuel and 88 per cent electricity.

In 2009/10 we appointed EnTech USB to collect and analyse our electricity, gas and LPG consumption data and enable us to improve reporting on our energy use. In addition to this we established an energy reduction strategy plan based on the outcomes of the EEO Representative Assessments we conducted at 19 sites in August 2009 and drafted energy efficient standards for all sites and stores.

In the coming year we aim to reduce energy consumption in all new sites through the selection of more efficient plant and equipment, enhanced operational control systems and improved maintenance regimes.

Following a successful lighting trial at our Mt Ommaney, Queensland store in May 2009, we continued to roll out low energy lighting in our new Target stores at Northland, Caroline Springs and Rhodes. The selling floor lights in stores with our new design are more energy efficient using 24 per cent less energy than the previous light fittings. We also installed components of the new store lighting at all stores which were refitted in this period.

At our Queensland State office we achieved a reduction in energy by upgrading to efficient light fittings. In addition solar panels were installed to further reduce our greenhouse emissions from energy use at this site by a potential 20%.

Greenhouse emissions

(tonnes CO2 equivalent)

2007	2008*	2009*	2010
	230,545	219,858	239,827

* 2008 and 2009 figure included flights and car rentals

Energy Use

(million gigajoules)

2007	2008	2009	2010
	0.76	0.82	0.84

90% of
greenhouse
gas emissions
come from
electricity use



In 2009/10 we continued to roll out low energy lighting in our new stores and installed components of the new lighting in all refitted stores.

Improvements at Acacia Ridge Offsite Reserve

The team at our Acacia Ridge Offsite Reserve in Queensland has implemented an efficient new initiative to reduce excess packaging in the delivery process.

Acacia Ridge team members are encouraged to look out for any excess packaging - for example, too much plastic or paper and unnecessarily large boxes - and they record the product on a form with a photo. Each fortnight the team collects all the product information and brings each item to the attention of the buying office.

The team has cut back excess packaging waste in a number of areas such as shoes, menswear, kidswear and underwear. Some products were individually wrapped in plastic, and had extra cardboard stuffing, excess tissue paper and packing. This excess packaging has now been removed from all deliveries around Australia and is another step towards reducing our carbon footprint.

The Acacia Ridge team also ensure all stock is 'sales floor ready' by removing outer packaging before delivering it to stores, helping to improve productivity in store and reduce the number of cages needed. They aim to condense at least three cages to two, reducing the number of trips to and from the offsite reserve in their truck and further decreasing our carbon footprint.



A Northland store team member demonstrating how our store teams recycled over 611 tonnes of plastic this year. The Acacia Ridge team played a key part in helping our store teams reduce excess packaging and improve recycling.

Governance

Ethical Sourcing

We require our suppliers to adhere to our Ethical Sourcing Code which ensures the goods we sell are made in safe working conditions and that basic human rights are respected. Our suppliers' factories are audited regularly to measure adherence to the code.

In 2009/10 Coles Group Asia, on Target's behalf, engaged 186 suppliers and conducted 14 factory audits, 55 factory audits were conducted by third party auditors and we acknowledged 174 factories through our mutual recognition program. During this year 5 zero-tolerance issues were detected and 7 factories in China were deregistered as suppliers due to poor social compliance performance. As at 30 June 2010, 460 factories supplying Target through our Coles Group Asia team are engaged in our Ethical Sourcing Program.

Going forward we have a strong focus on improved communication with suppliers, more regular detailed reporting to management and improved data base management.

Economic investment

With more than 1.3 million customer transactions in our stores every week, Target makes a significant economic contribution to the rural and metropolitan areas with over 24,000 team members.

Our total revenue for the year was \$3.8 billion and our capital investment including stores and systems was \$88.3 million. At year end there were 3 new Target stores, 4 new Target Country stores and 3 stores were closed.

Strong partnerships with our suppliers are critical to our business. During the year we conducted a range of supplier forums and briefings to improve communications with our suppliers. We launched our inaugural 2010 Supplier of the Year Awards which will formally recognise the outstanding contribution of our suppliers to Target's ongoing success and held a property forum with our developers and landlords in May 2010 to strategically engage our property partners.

In accordance with the Australian Standard ASISO10002-2006 for Complaints Handling, Target provides a responsive and efficient complaints handling process, providing a fair and accessible service for our customers and stores. Our Customer Relations team received over 56,000 customer contacts last financial year, which were all recorded and responded to in a timely and friendly manner.

Our suppliers' factories are audited regularly to ensure they are following our Ethical Sourcing Code.



Capital investment
\$88 million

Priorities for the year ahead

In 2011 we will focus on the following key priorities:

- Continue to focus on improving safety in manual handling within our business.
- Build on our current processes to further improve recycling and reduce waste.
- Expand our data collection and systems to support further improvement in our environmental performance.
- Strengthen communications with suppliers to improve compliance with Target's Ethical Sourcing Code.
- Continue to grow our community programs with a focus on children.

The challenges ahead

- Encourage the team to develop innovative ideas to reduce our environmental impact.
- Change processes to ensure more accurate reporting of our environmental impacts throughout the organisation.
- Continually educate customers and team members about our shopping bag strategy.
- Ensure that suppliers adhere to our Ethical Sourcing Code.
- Develop and implement a strategy to reduce product packaging waste.