



SAFE Retail

Considerations for Retail Operations
Post COVID-19

S.A.F.E. Retail



As uncertain as the future may be, it seems certain that we won't be completely back to "normal" for some time. At the same time, we recognize that communities and businesses are reliant on each other to create jobs, fuel lives, and make communities the unique places we came to know.

Our approach to S.A.F.E. Retail was developed in response to the fast-changing conditions presented by COVID-19 and the tools, processes, and responses that became necessary along the way to continue our operations. We offer our learnings as a resource for others that may be thinking about how to operate retail locations differently for some time into the future. Many of these considerations will be dictated by public health conditions or governmental regulatory actions. Yet other considerations will be dependent on the type of business model, environment, or challenges you face. This is not intended to be a how-to manual or cover all potential considerations or alternatives.

By sharing this, we hope to support other businesses, communities, and leaders in efforts to establish methods by which retail can operate safely, prioritizing the safety of employees, customers, and communities alike. This is merely one set of considerations and may not fit your need or completely solve your challenges, but we hope you find it valuable.

Target is sharing this information as part of its commitment to helping communities. This framework does not constitute legal advice. In this rapidly changing environment, businesses should always consider their unique circumstances and the most current information available from governmental authorities.



S.A.F.E. Retail Framework

	Examples of Operational Elements
Screening	<ul style="list-style-type: none">• Health screening for employees (at home or onsite) – plan/policy• Encouraging consumers to not shop sick
Access	<ul style="list-style-type: none">• Access to benefits and services if employees don't pass health screenings• Access to pay and well-being benefits for all team members• Special hours to vulnerable populations to access Target stores• Access to "essential" items by limiting purchase quantities• Access to "out of store" options – curbside, delivery• Access to resources through company community giving
Face Covering (and PPE)	<ul style="list-style-type: none">• Face coverings for all employees and customers inside retail• Other PPE for retail workers (gloves, plexiglass shields) as needed
Enhanced Safety Measures	<ul style="list-style-type: none">• Enhanced cleaning protocols• Social distancing protocols• Monitoring and metering the number of people in a store• Temporary changes to return policies & reusable bags

S.A.F.E. Retail - Screening



Supporting our Team: Health Screenings

The health and safety of our team is a top priority. We're asking team members to stay home if they're sick and providing resources to make that possible.

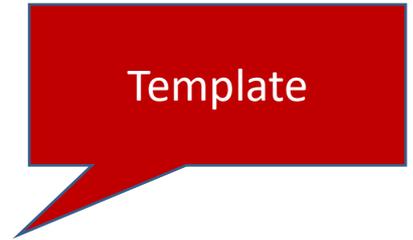
- Providing all team members with a health checklist to track and monitor for any signs or symptoms of illness before coming to work.
- For any U.S.-based team member without a thermometer, we are providing them for free.
- Our goal is to help team members monitor their wellbeing in the comfort of their home so they don't have to leave to determine whether symptoms are present.
- If symptoms are identified, we will help them access the health benefits they need and offer our full support for them to stay home until they are healthy.
- We've waived our absenteeism policy and are offering medical quarantine pay and confirmed illness pay for impacted team members who are absent related to coronavirus or are required to quarantine.

“We care deeply about the health and safety of our team members, and we recognize all that they are doing to take care of our guests and communities at this time,” says **Melissa Kremer**, Target's chief human resources officer. “We're focused on equipping them with resources so they can take care of themselves and their families and monitor their wellbeing in the comfort of their homes.”

S.A.F.E. Retail - Screening

Supporting our Team: Health Screenings

Resource: Health Screening Checklist (2 attached – Eng+Spn)



S.A.F.E. Retail – Screening



Promoting Smart Shopping Behaviors

We shared a message with our guests on Twitter [@TargetNews](https://twitter.com/TargetNews) to help our communities stay healthy by providing handy tips to consider when shopping Target.

Visiting a Target store?



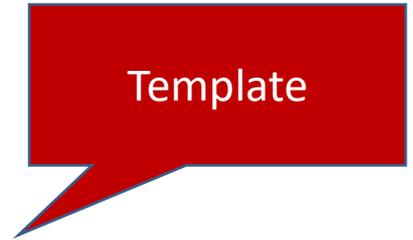
-  Make a list & limit trips
-  Wash your hands before & after
-  Shop alone if you can
-  Avoid shopping if you're sick
-  Buy only what you need
-  Give others at least 6 ft. of space
-  Consider Drive Up or Target.com

S.A.F.E. Retail - Screening

Promoting Smart Shopping Behaviors

Resource: Front of Store – Note to our guests (attached)

Resource: Not Feeling Well Sign (attached)



S.A.F.E. Retail - Access



Supporting our Team: Access to Additional Pay and Benefits

Our teams are stepping up in an incredible way to support families across the country during this unprecedented time, and we're committed to providing them with the resources they deserve to take care of themselves and their own families. This includes:

- An investment of more than \$300 million, including higher hourly wages for our front-line team members through at least May 2, which amounts to \$240-\$480 per team member. Also, for the first time, we're paying out bonuses to the 20,000 team leads who manage individual departments in our stores.
- Extending benefits to help all of our team members navigate the impact of the coronavirus. This includes waiving our absenteeism policy, offering quarantine pay for 14 days and confirmed illness pay at 100% of their pay for 14 days, and making backup care available to all team members.
- Team members who are 65 or older, considered among the most vulnerable by the CDC, or are pregnant, have the opportunity to take a fully-paid leave for up to 30 days.
- Offering dedicated shopping hours so our front-line team members can purchase the essentials they and their families need. Any product limits still apply.

S.A.F.E. Retail - Access



Supporting our Team: Access to New Well-Being Benefits

We're also continuing to offer the team our existing well-being benefits, including:

- Virtual medical visits, which are free and can help determine when it makes sense to see a doctor.
- Paid family leave for eligible team members.
- Our Team Member Giving Fund, which is available to support team members and their families if faced with unavoidable financial hardship.
- Team Member LifeResources, which is available 24/7 to all team members, dependents and any member of the household to help with a variety of issues.
- Additionally, to support our team through this unprecedented time, Target will be offering all U.S.-based team members free access to additional online resources that support their mental, emotional and physical health. This wellbeing support includes:
 - A full year of access to Daylight, a personalized web-based and mobile app designed to help individuals learn and practice proven strategies to navigate stress and worry.
 - A full year of sleep support through Sleepio, a web-based and mobile app that provides self-help tools to improve sleep.
 - Access during the month of April to on-demand virtual fitness classes from the mobile app Wellbeats.

S.A.F.E. Retail - Access



Access to Essential Items

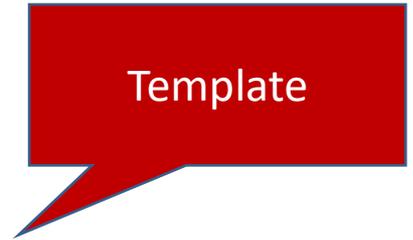
We know that many guests are stocking up on key essentials, and we're working hard to accommodate this increased demand. To ensure as many guests as possible can find the items they need, we've taken measures such as:

- Coordinating stores, distribution centers and suppliers so that the things our guests need most —cleaning supplies, food, over-the-counter medicine and baby products—are fast-tracked through the supply chain and prioritized for re-stocking.
- Placing limits on products like hand sanitizer, toilet paper, disinfectant wipes, dry goods like soup and pasta, food like milk and eggs, bottled water and more. We're continuing to make adjustments to limits as needed, and respectfully ask all guests to consider their immediate needs and purchase accordingly so more families can find the products they need.

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Access to Essential Items

Resource: Product Limit Signs (attached)



S.A.F.E. Retail - Access



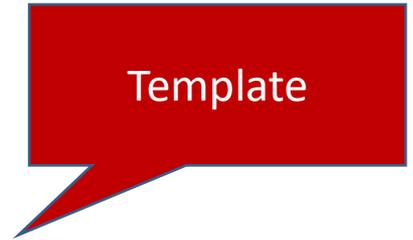
Offering a Variety of Ways to Shop Target

Target offers a variety of fulfillment options, and a number of updates are helping to accommodate increased demand, while keeping the safety of our guests and team members in mind.

- We've staffed up in-demand, same-day services like Drive Up and Order Pickup and we're making the confirmation process contactless by eliminating guest signatures on our handheld devices. Team members are also placing Drive Up orders in trunks or back seats of cars.
- We're dedicating more spaces in our parking lots for Drive Up to serve more guests.
- We're updating [Target.com](https://www.target.com) regularly with estimated fulfillment and shipping times, as well as Shipt delivery windows, so guests can plan accordingly.
- Shipt Shoppers are completing deliveries by leaving items at guests' doors.

S.A.F.E. Retail - Access

Offering a Variety of Ways to Shop Target



Resource: Drive Up signs and the makeshift signs (2 attached)

Resource: Examples of marketing materials that promotes OPU/DU(2 attached)

S.A.F.E. Retail - Access



Vulnerable Shopping Hours

We introduced and have since expanded dedicated shopping time for our most vulnerable guests, making the first hour our stores are open on Tuesdays and Wednesdays available for those over 65 years old, pregnant women and those defined by the CDC as vulnerable or at-risk. To confirm local store opening times, visit [Target.com/store-locator](https://www.target.com/store-locator).

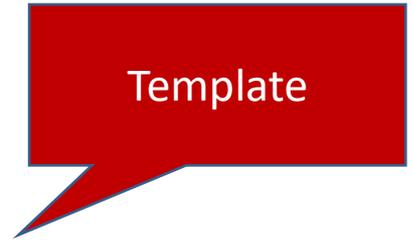
- During these hours, we'll have team members outside of our stores, reminding guests to practice social distancing both in line and when entering the store.
- CVS pharmacies in our stores also will be open so guests can pick up their prescriptions, along with any food, essentials and other items they might need.
- Any product limits still apply.

S.A.F.E. Retail - Access

Vulnerable Shopping Hours

Resource: Vulnerable hours sign at front of store (attached)

Resource: Store Hours Sign (attached)



S.A.F.E. Retail - Access



Access to Resources: Giving Back to Communities

- Target has committed \$10 million to expand relief and assistance to team members and organizations helping respond to the coronavirus. The \$10 million donation supports four areas: team members, local communities, national organizations and global response organizations. The \$10 million donation supports:
 - **Team Members:** \$1 million is being donated to the Target Team Member Giving Fund to help with the impact of this crisis on team members.
 - **Local Communities:** \$5 million is being donated to local and state community foundations supporting organizations addressing the greatest needs in their area, such as helping vulnerable and underrepresented populations.
 - **National Organizations:** \$3 million will support national partners assisting with response and recovery for affected communities.
 - **Global Response:** \$1 million will support organizations that are helping provide critical medical equipment and supplies to regions around the world.
 - [Click here](#) to see the growing list of grant recipients.
- On top of previous donations of anti-viral and N95 respirator masks to first responders and healthcare professionals at more than 50 organizations across the country, Target has committed to donating an additional 2 million KN95 respirator masks to the medical community and will continue to explore ways to secure additional inventory for those in critical need.

S.A.F.E. Retail – Enhanced Safety Standards



Keeping Stores Teams Safe: Overview

The health and safety of our team members and guests is our first priority—now more than ever.

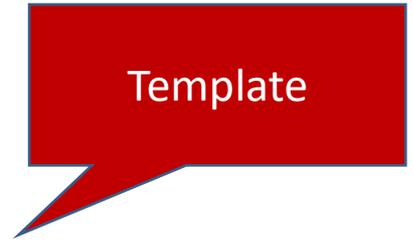
- Keeping work environments safe by applying rigorous cleaning routines and regularly communicating updates on guidance from the CDC to our team so they can stay informed and safe.
- Reducing hours and closing all stores by 9 p.m. daily to help us replenish and deeply clean our stores.
- Providing team members with high-quality, disposable face masks and gloves to wear at work and encouraging healthy hygiene habits as guided by the CDC.
- Rolling out Plexiglass partitions to checklanes at the front of our stores, as well as at electronics, service desks, CVS Pharmacy and Target Optical.

“We’re incredibly proud of the commitment our more than 300,000 frontline team members have demonstrated to ensure millions of guests can count on Target, and we’ll continue to focus our efforts on supporting them,” says **John Mulligan**, Target’s chief operating officer.

S.A.F.E. Retail – Enhanced Safety Standards



Keeping Stores Teams Safe: Plexiglass



Resource: Photos of clear plastic partitions (attached)

Resource: Photos of TMs wearing masks/face coverings (3 attached)

S.A.F.E. Retail – Enhanced Safety Standards



Keeping Distribution Center Teams Safe: Overview

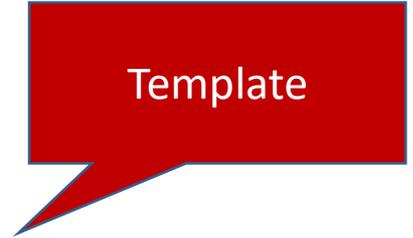
The safety of our team is our top priority and we're implementing many measures to ensure a clean working environment, including:

- Providing team members with high-quality, disposable face masks and gloves to wear at work and encouraging healthy hygiene habits as guided by the CDC.
- Making sure our team knows and follows the latest guidance from the CDC for cleaning and sanitation, including enhancing our building sanitation practices by increasing the frequency of building cleaning and providing more sanitation stations throughout the DCs.
- Adding signage and floor decals as reminders for healthy hygiene habits and social distancing best practices in breakrooms and on the floor of our DCs.
- Temporarily, pausing all large group gatherings in person, such as team and department meetings

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Keeping Distribution Center Teams Safe: Floor Decals



Resource: Physical Distancing Breakroom (attached)

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Enhanced Cleaning Routines

“At the center of our company’s purpose is a commitment to help all families, and it’s something we take to heart in good times and bad. This is why we’ll be working hard to keep our stores open so we can be there to support you and your families.” says **Brian Cornell**, Target’s chief executive officer.

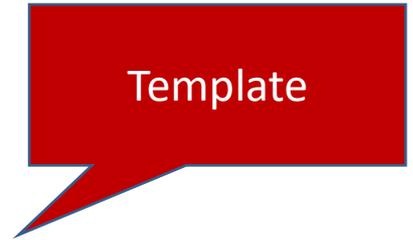
Like many others, we’re taking guidance from the Centers for Disease Control and Prevention (CDC), which recommends regular cleaning as one of the most important preventative measures we can take. We’ve invested in and expanded rigorous cleaning routines including:

- Having a team member stationed at each store entrance to ensure carts and baskets are clean and available in an orderly fashion.
- Cleaning checklanes after each guest transaction.
- Rotating the use of checklanes to allow those lanes not in use to be deep cleaned.
- Adding payroll hours to support more rigorous cleaning routines.

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Enhanced Cleaning Routines: Stores



Resource: Enhanced Cleaning Protocols Playbook (attached)

Resource: Dedicated TM Cleaning Playbook (attached)

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Overhead Reminders

Social Distancing Audio Reminder:

- “Thank you for shopping with us today. Our first priority is the health of you, your families and our team members. So we’d like to remind you to please keep a distance of six feet from those around you while you shop and at check out. We appreciate your understanding.”

Social Distancing and Face Mask/Covering Audio Reminder:

- “Thank you for shopping with us today. Our first priority is the health of you, your families and our team members. In accordance with signs posted at our store entrance, please follow regulations requiring a face covering or face mask while you shop. And we remind you to please keep a distance of six feet from those around you. We appreciate your cooperation.”

S.A.F.E. Retail – Enhanced Safety Standards



Social Distancing

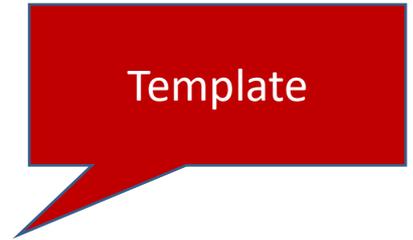
We're encouraging guests to observe social distancing and remain six feet apart while entering and shopping in our stores through the following measures:

- Actively monitoring and, when needed, metering guest traffic to promote social distancing.
- Posting signage at the front of every store.
- Implementing floor signage.
- Dedicating team members to ensure guests wait in line at an appropriate distance until they're called to the register.
- Overhead audio messaging in our stores.

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Social Distancing: Stores



Resource: Social Distancing Playbook (attached)

Resource: Social Distancing (attached)

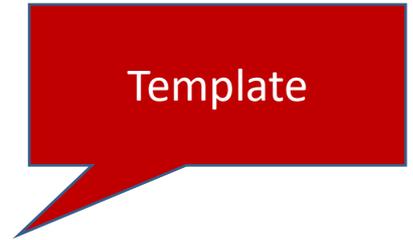
Resource: Please wait here for checkout – social distancing (attached)

Resource: This Entrance is Closed Sign (attached)

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Social Distancing: Distribution Centers



Resource: Social Distancing_DC_Playbook (attached)

Resource: DC – Social distancing pictures (attached)

S.A.F.E. Retail – Enhanced Safety Standards



Return Policy

As of March 26, all Target stores stopped accepting returns and exchanges, and we've extended this temporarily through April 26.

- We know some guests might want to make a return or exchange during this timeframe.
- To accommodate those cases, items with a “return by date” from March 26-April 26 will have until June 15 to be returned. [Target.com](https://www.target.com) purchases can be returned by mail using our online return center—[sign in to your Target account](#) to get started.

S.A.F.E. Retail – Enhanced Safety Standards



Reusable Bags

Effective March 26, and until further notice, Target stores will stop handling guest-supplied reusable bags out of an abundance of caution.

- Our team members are bagging items in a Target-supplied paper or plastic bag, and we're waiving any local bag fees.
- If a guest brings in a reusable bag, they can choose to bag their items themselves.

S.A.F.E. Retail – Enhanced Safety Standards



Monitoring and Metering in Stores

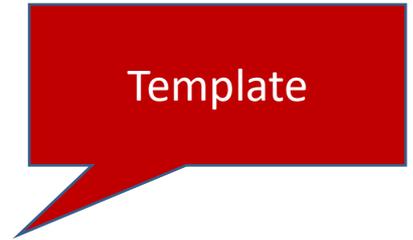
It's important that our guests have enough space to shop safely and comfortably.

- Target is actively monitoring and, when needed, limiting the total number of people inside based on the store's specific square footage.
- If metering is needed, a team member will help guests into a designated waiting area outside with social distancing markers, while others will guide guests inside the store and keep things moving quickly and conveniently.
- It's another step to encourage social distancing, on top of the signage, floor decals and audio messages already in place at our stores.

S.A.F.E. Retail – Enhanced Safety Standards



Monitoring and Metering in our Stores



Resource: Metering Playbook (attached)