



ERG BRG then...what?

Evolving Mature ERGs

presented by Alexis Kantor, VP PD+D
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OUT & EQUAL
2018 WORKPLACE SUMMIT

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everything we do
is in service of
helping all families
discover the joy
of everyday life



Our Diversity & Inclusion Ecosystem

Guest Experience

An inclusive guest experience where all dimensions of difference are valued and represented, and where guests feel a sense of belonging at Target.

Product Assortment

Marketing

Equitable Accommodations

Supplier Diversity

Work Environment

Safe, inclusive work environments where all dimensions of difference are valued and represented, and where all team members feel welcomed and able to bring their authenticity to deliver results.

Compliance & Reporting

Inclusion Acumen

Accountabilities & Incentives

Employment Brand

Business Councils

Workforce Diversity

A diverse workforce where there is equity in hiring, development and advancement regardless of a team member's dimensions of difference.

Diverse Hiring

Diverse Retention

Business D&I Teams

Societal Impact

Leveraging our influence to reduce disparities and champion societal impact in order to help communities thrive.

Partnerships

Philanthropy

Legislative & Social Issues

“ Diversity and inclusion is an enterprise capability that multiplies value at the intersections of culture, talent and business. ”

Owned by Business Unit

Owned by D&I Team

Leaning into a New Purpose & Path

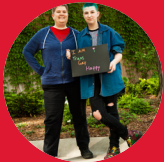


Safe and inclusive work environments where all dimensions of difference are valued and represented, and where all team members feel welcomed and able to bring their authenticity to deliver results

Bringing to life our core values – being bold in our authenticity, standing for love and common care, fostering inclusion – is about finding strength and purpose in our differences, not despite them. It is about putting heart into who we are and what we do to be the best for each other, our guests and our communities. It is about going all in to create moments in which we all – every one of us – discover the joy of belonging.



evolution aligns purpose with action



Build Bridges

Andie Olthoff
Principal, Community Engagement
Strategy & Operations (Enterprise)



Evolve Community Moments

Skills-Based Volunteering for Community Partners



Joshua Beasley
Project Lead
Visual Merchandising (Enterprise)

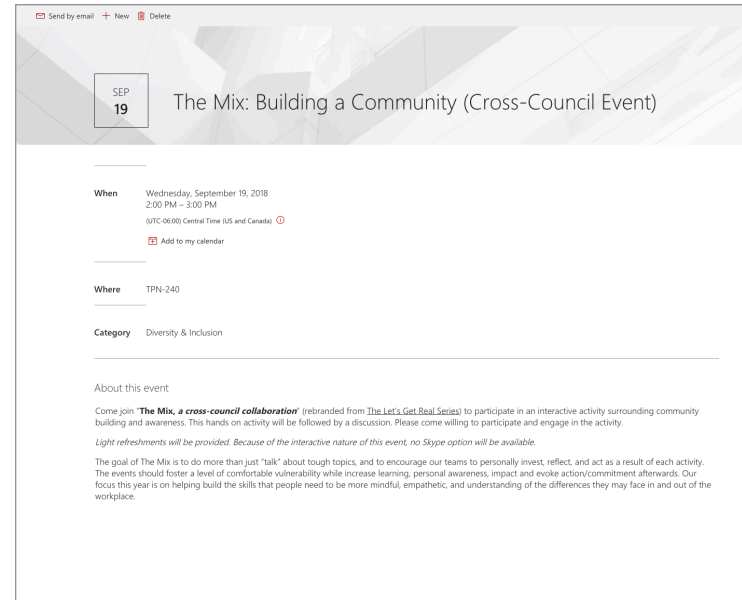


Evolve Internal Partnerships

“The Mix” Intersectional Programming



Julia Anim
African American Business Council
Merchandising (Enterprise)



“ The quality of the connections is the key to quality itself. ”

Develop Leaders

Christopher Jordan
Principal, ERG Engagement
Legal (Enterprise)



Build External Partnerships

Twin Cities LGBTQ Workplace Council



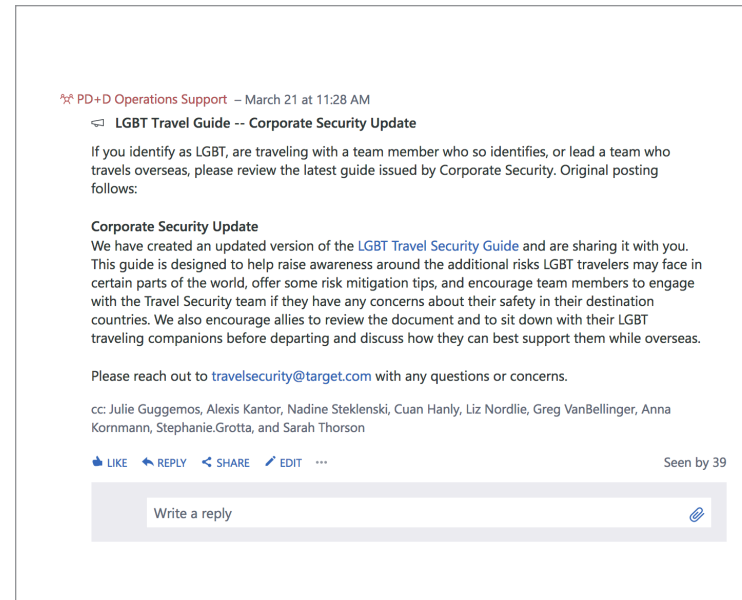
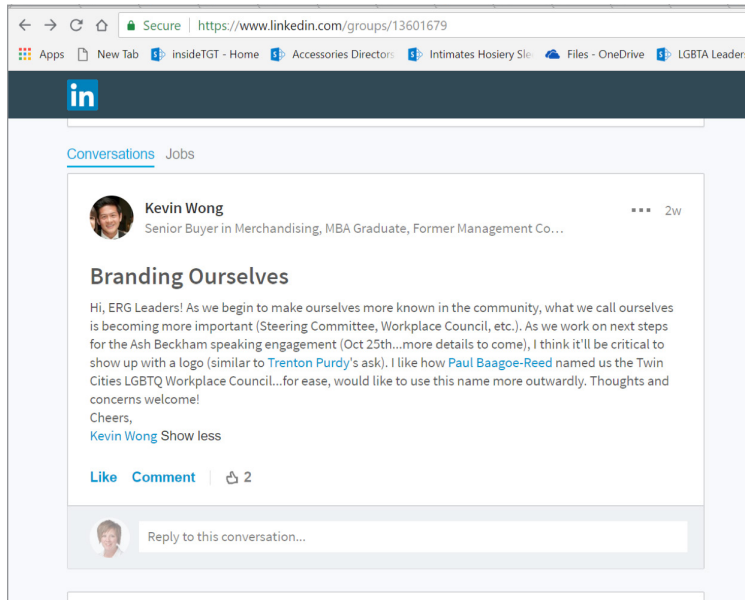
Kevin Wong
Project Lead
Merchandising (Enterprise)

Highlight Actionable Information

LGBTQ+ Global Travel Guidelines



Alyssa Nayyar
Project Lead
Corporate Security, U.S. (Enterprise)



“ It’s not United Colors of Benetton...it’s a business imperative. ”

Lead the Way

Alexis Kantor
Executive Co-Sponsor
PD+D (Enterprise)



Rick Gomez
Executive Co-Sponsor
CMO (Enterprise)

Pipeline Talent

Engage Sr. Leaders Thoughtfully

Formal Role Definitions & Expectations

Quarterly Progress Reporting



Colby Cartledge
Co-Chair
Strategy & Innovation (Enterprise)



Amy Juhl
Co-Chair
Sourcing (Enterprise)



Joseph Jacobs
Co-Chair
PD+D (Enterprise)

COMPETENCIES

- Ability to translate strategy into actionable direction for actual implementation
- Ability to develop strategic priorities with peers to gain alignment and deliver results
- Ability to manage project teams

REQUIREMENTS

- Minimum 5 years of experience and with support from current leader
- Minimum 1 year of Target experience
- Minimum 1 year of experience with DEI Council, Network or its internal or external

ECOSYSTEM

- ERGs fall within the scope of DEI focused on inclusive work environment
- ERGs are Executive sponsored

WORKLOAD

- Minimum 1 year term
- 10 to 20 hours per month

leadership team: principal

You will guide volunteer teams to develop and execute projects and programming within a defined body of work that aligns to our strategy and provide moments of engagement for internal or external communities

Working Relationships	Core Accountabilities	Project Team Management
Co-Chairs vet your proposed projects against established organizational strategy.	You provide input on annual Council strategy, work, associated budget for.	You coach Project Team Leads to grow and succeed in respect to project completion.

project team: lead

You will lead a volunteer team to develop and execute at least one project for a defined focus area that aligns to our strategy and provides a moment of engagement for internal or external communities

Working Relationships	Core Accountabilities	Project Team Leadership
Principals provide guidance in defining, developing and executing projects that align to the bodies of work within the Council and to the overall annual plan and budget constraints.	You propose, scope and drive execution of one or more projects that activate against defined strategy, project objectives and success measures in ways that support that development.	You coach Project Team Contributors to engage and succeed in tactical delivery against defined strategy, project objectives and success measures in ways that support that development.
Council, cross-Council and Network peers can be leveraged for learning and joint programming where it aligns to the strategy.	You meet regularly with your Project Team to assess progress and with your Principal to provide updates and seek guidance or support where appropriate.	You cultivate talent within the Council to establish a dynamic pipeline of experienced Contributors that can drive work forward.
The Council Shared Services team will provide communication and logistical support for cross-council programming and messaging.	You lead talent conversations with your Principal to identify capabilities and readiness of volunteers within your Team for ERG role advancement.	You represent the Council, DEI and Target within your Pyramid and at events as an ERG ambassador and inclusion champion.

Enterprise initiatives, DEI goals, Executive Sponsor input and affinity group needs will drive additional specific accountabilities and objectives that differ year to year.

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Coming Together in Pride

The second quarter is always a crush for our Council as all eyes turn toward Pride. The outstanding work of our Heritage Moments team, led by Sean Sweeney, set the bar for impactful programming. CEO for the cross-functional team that brought an incredible product assortment to the ever-increasing list of participating stores, including our Business Advisory Process, Big Price.

It is also a time to reflect on our histories, both personal and collective. We thought it important to address some of that history here – specifically the origin of *ERGs* events in the U.S. – in light of reactions to our local festival this year.

Twin Cities Coalition For Justice 4 Jamar disrupted the Sunday parade to protest Twin Cities Pride organizers' decision allowing police to participate out of uniform. Justice 4 Jamar activists used the disruption to raise awareness of disparate harm faced by LGBTQIA people of color from such officials led by Twin Cities Pride, among other issues. The fatal shooting of *Thauman Blyden* the night before further heightened tensions.

Many festival attendees were confused, frustrated, even angered by the disruption and the impasse between Twin Cities Pride and Justice 4 Jamar. Some felt it was an unmerited intrusion into an event that should default to inclusive celebration.

It is important, then, that we remember the context in which Pride was born: a literal riot in New York's Stonewall Inn in 1969. It was an act of protest against routine and egregious harassment, violence and humiliation at the hands of law enforcement, after targeted discrimination within the LGBTQIA community, from homeless, queer and people of color. And, as San Francisco State University professor Marc Steigleder, the first year of Pride was partially political demonstrations in which with conflicts like those on display during our parade this year.

It is an understanding to say that the work and energy necessary to forge meaningful inclusion and equity in our communities is immense. Finding a way forward means making the time to pause, listen, and learn from the stories and struggles of others. We hope to facilitate these moments moving into Q2 alongside our other Council partners, like the AABC, and Target leaders.

our mission

Bringing to life our core values – being bold in our authenticity, standing for love and common care, fostering inclusion – is about finding strength and purpose in our differences, not despite them. It is about putting heart into who we are and what we do to be the best for each other, our guests and our communities. It is about going all in to create moments in which we all discover the joy of belonging.

Q2:2018 progress

“ You must lead the way if you expect others to own their accountability. ”

Wrapping It Up: A Blueprint for Evolution

Align to Company Purpose

Identify Gaps & Pipeline Talent

Meet Others Where They Are

Leverage the Power of Ecosystems

Be a Strong Ally for Other ERGs

Be the Hero of Your Own Story

