

When I think about talent mobility and the way we define it at Target, which is just that – providing opportunity, providing access for people to take control of their career experiences and dream big and aspire to do more – it was really, really important that we did three things. Number one: Provide visibility to those opportunities, so making sure that every team member, no matter who you are, what function you sit in, has visibility into the roles that are available and how you could pursue them. The second was building a skill architecture to understand what are the skills that are aligned to jobs and aligned to roles that help you understand "I have that skill today, I want to make sure that I put my name in the hat" or "I don't have that skill, that's actually something that I can strive for. What would it look like to build that skill?" And then third, equitability, and that's really making sure that everyone, no matter who you are, where you sit, agnostic of your lived experiences, see yourself sitting at the table with an equitable opportunity to achieve whatever outcome you want. So it really is an intersection of understanding the skills of the marketplace, the jobs that we have inside of our organization, the fact that we have over 400,000 team members across the organization in stores and supply chain, in our global operations, in our headquarters functions, that often are aspiring and trying to build a career inside of the organization and develop and grow there paired with the systems and the processes and the practices that we are in the the unique position to design around talent. We're not relying on what has been a tap-the-shoulder mentality of opportunity and accelerated growth. It's systematic which creates growth opportunities for everyone.