

**DOLLAR GENERAL®**

# Serving Others

2021 ENVIRONMENTAL, SOCIAL,  
& GOVERNANCE REPORT



**Our mission is simple—*Serving Others*. Every time we open our doors, we do so with that commitment in mind. Whether it's offering affordable access to name brands in convenient locations, creating jobs that grow into meaningful careers or investing in life-changing educational programs, we strive every day to impact the communities we call home.**



# DOLLAR GENERAL®

## SERVING OTHERS REPORT 2021

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#### About the Report

Our mission of *Serving Others*, the foundation on which our business was built and continues to operate today, serves as a guiding force to support the company's future, including our commitment to environmental, social and governance (ESG) matters. This report provides information about our efforts and initiatives in this space, including select metrics from the Sustainability Accounting Standards Board (SASB) standards for the Consumer Goods—Multiline and Specialty Retailers and identifies where our programs are aligned with, and help support, the United Nations Sustainable Development Goals (SDGs). This document covers the fiscal year ending January 28, 2022, unless otherwise noted.

#### Note on Materiality

The issues, statements and data included in this report are being provided because we believe they may be topics of interest for our various stakeholders. Our inclusion of these issues, statements and data is not intended to convey that we believe our efforts in these areas, or the associated metrics, although important to us, meet the definition of materiality used in the context of financial reporting, filings with the Securities and Exchange Commission or for other regulatory reporting purposes.

## Sustainable Development Goals

The United Nations' Sustainable Development Goals, SDGs, set forth a framework to build a better world for people and our planet by 2030, and are designed to be applied by governments and organizations worldwide. Our ESG efforts support and align most closely with the highlighted seven goals. As we continue to enhance our efforts, we will seek ways to further how we can positively impact the SDGs.



### SDG 2: Zero Hunger

**Target 2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.**

Our store locations reflect our belief that all individuals deserve access to everyday essentials at affordable prices. Dollar General stores can be found in urban, suburban and rural communities, including many communities where traditional grocers and other retailers have chosen not to operate. Each of Dollar General's 18,000+ locations provide customers with components of a healthy diet such as milk, eggs, bread, cheese, frozen and canned fruits and vegetables, grains, and lean proteins. We have produce in >2000 stores and have stated our goal of up to 10,000 stores over the longer term.

### SDG 4: Quality Education

**Target 4.6: By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.**

The Dollar General Literacy Foundation was established in 1993 on the belief that literacy opens doors for personal, professional and economic growth. We help individuals of all ages pursue their educational goals and achieve their dreams by investing in literacy programs that help students learn to read, prepare for the high school equivalency or learn English. The Foundation funds nonprofit organizations, schools and libraries within a 15-mile radius of Dollar General stores in the states in which they operate.

# Letter from our CEO

Todd J. Vasos



**Dollar General is built on a mission of two simple but powerful words – *Serving Others*. This mission drives our operational strategies and is the heart of our commitment to being a purpose-driven company. During the past two years, as our employees, customers and communities have been impacted in myriad ways by the COVID-19 pandemic, our mission and values have continued to guide our actions, ensuring that Dollar General continues to be there for what matters.**

Through our more than 18,000 stores in 46 states as of the end of fiscal-year 2021, we serve a wide variety of communities across the country, many of which other retailers have chosen not to serve. We are proud to be located within five miles of approximately 75% of the U.S. population, providing millions of individuals each day with the quality, affordable products they need and want.

We are sometimes referred to as a “dollar store.” However, we are so much more than that. On our Mission and Values card, which I carry with me each day, we describe ourselves as “today’s neighborhood general store,” and I think that much better captures who we are and strive to be.

Whether it’s a nutritious family dinner or a birthday celebration, we are committed to providing an assortment of quality, affordable products that our customers can feel good about providing their families. That commitment is reflected through initiatives such as the expansion of our better-for-you food options and healthcare assortment as well as our efforts to go beyond what is required by law and remove certain chemicals from our private label formulated products. We also are committed to creating customizable shopping experiences such as DG Digital Coupons, DG Pickup and self-checkout to help busy families make the best use of their time. Through these efforts we are helping to eliminate barriers, increase access to affordable options and create a meaningful experience tailored to our customers needs.

Making this possible and driving our success is our diverse team of over 162,000 employees. Their hard work, dedication and commitment to serving our customers and each other continues to inspire me each day. I am grateful for the many ways that we are joining together to advance a culture of inclusion, dignity and respect for all.

As we advance our mission of *Serving Others*, we also are embracing new operational strategies that will help us reduce our impact on the planet and leave the world around us better for future generations. That includes reducing our carbon footprint, expanding our restricted substances list and working with groups such as Feeding America, the Arbor Day Foundation and Beyond the Bag to explore ways to make a difference in our communities. It is also reflected in our world-recognized philanthropic efforts to empower, equip and uplift our neighbors of all ages through the power of literacy and education.

As we look to the future, we will continue to explore new ways to optimize our efforts, minimize our environmental impact, advance opportunity and create sustainable growth that is agile enough to meet the evolving needs of those we serve. I look forward to updating you on these efforts.

Sincerely,

**Todd J. Vasos**  
Chief Executive Officer

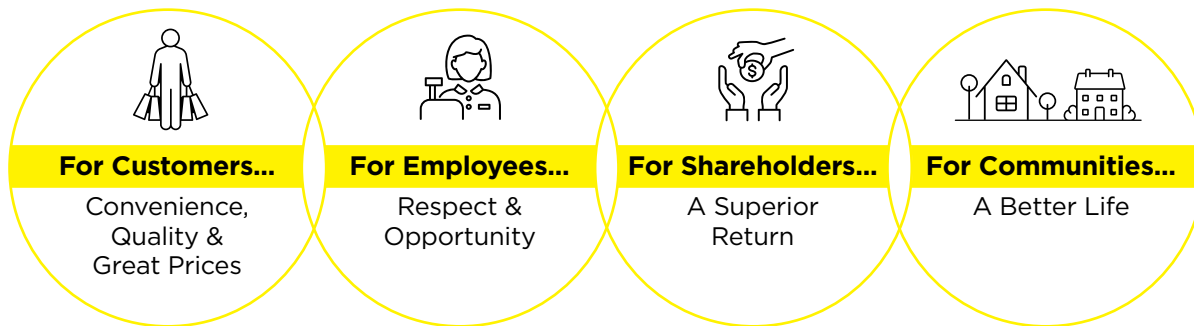
# About Us

Headquartered in Goodlettsville, Tennessee, Dollar General has been delivering value to shoppers for more than 80 years. Through our more than 18,000 stores and expansive distribution network, we work to help shoppers Save time. Save money. Every day.<sup>®</sup> Delivering on that promise is a team of over 162,000 team members serving over 40 million customers per week.



## OUR MISSION

### Serving Others



## OUR VALUES

We believe in:

- Demonstrating integrity in everything we do.
- Providing employees the opportunity for growth and development in a friendly and fun environment.
- Delivering results through hard work and a shared commitment to excellence.
- Celebrating success and recognizing the contribution of others.
- Owning our actions and decisions and learning from our mistakes.
- Respecting the dignity and differences of others.

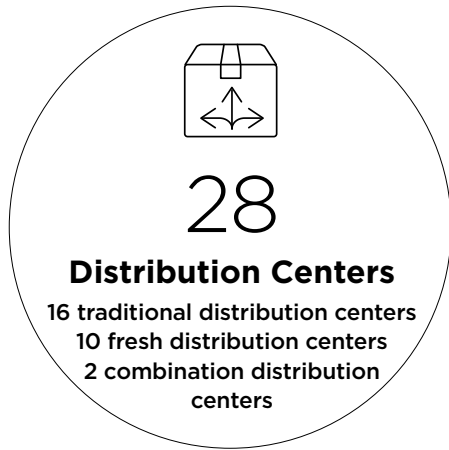
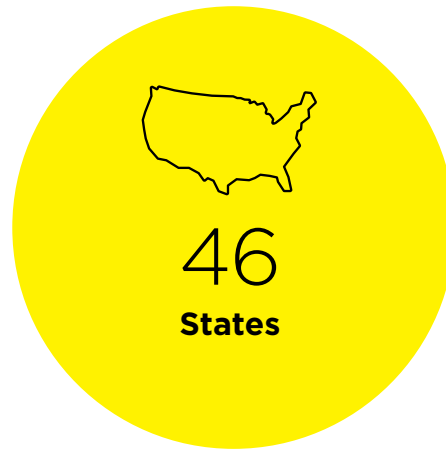
## OPERATING PRIORITIES

- Driving profitable sales growth
- Capturing growth opportunities
- Enhancing our position as a low cost operator
- Investing in our diverse teams through development, empowerment & inclusion

**DOLLAR GENERAL®**

# At a Glance

As of January 28, 2022



**DOLLAR GENERAL**

# Our History



The first Dollar General retail store opens. Turner's Department Store in Springfield, Kentucky converted to the first Dollar General store in June 1955. The store's business model was simple. No item would cost more than \$1. Soon, Dollar General stores began sprouting up across southern Kentucky.

**1955**



1976 Dollar General exceeds annual sales of \$100 million.

**1976**



The Dollar General Literacy Foundation is established. Founded on the belief that literacy opens doors for personal, professional and economic growth, the Dollar General Literacy Foundation provides financial support for libraries, schools and nonprofits to further literacy and education both nationally and in the communities that Dollar General serves.

**1993**



1999 Dollar General recognized on the Fortune 500™ list for the first time.

**1939**

J.L. Turner and Cal Turner, Sr. open J.L. Turner and Son Wholesale in Scottsville, Kentucky. Each invested \$5,000 and became partners in a wholesale, dry-goods business to serve retailers that survived the Great Depression.



**1968**

Dollar General becomes a public company.



**1989**

Dollar General celebrates its 50th anniversary. Fifty years after the founding of J.L. Turner and Son Wholesale, Dollar General operated approximately 1,300 stores in 23 states, employing more than 7,000 individuals.





# DOLLAR GENERAL®

Dollar General relocates its corporate office to Goodlettsville, Tennessee.  
**2000**



In April, Dollar General opens its 10,000th store in Merced, California. In November, Dollar General is named to the S&P 500®.  
**2012**



Dollar General named to *Fortune* magazine's 2020 list of World's Most Admired Companies. *Training* magazine names Dollar General's training and development program to its top spot for the second consecutive year.  
**2020**



**2009**  
Dollar General becomes a public company (again). After the company went private for two years, Dollar General returned to the NYSE under its current stock symbol DG.



**2019**  
Dollar General's training and development program named #1 worldwide by *Training* magazine. Dollar General celebrates the grand opening of its 16,000th store in Panama City, Florida.



**2021**  
Dollar General returns to the *Fortune* 100 - ranked #91 on the *Fortune* 500™ list

Serving Our

# Customers

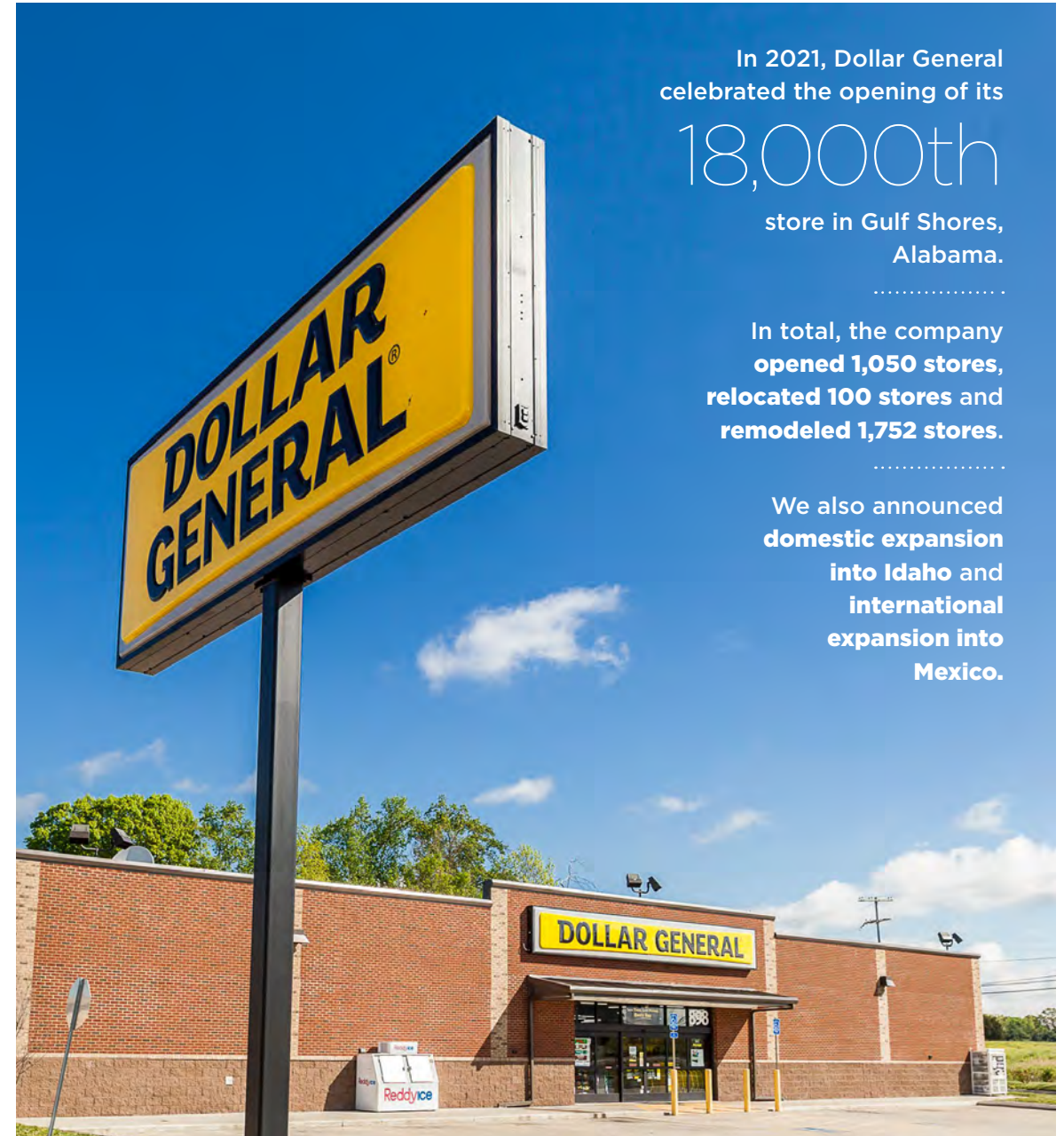
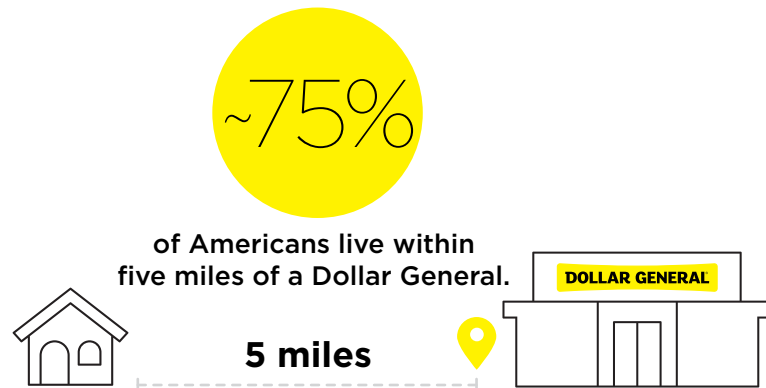
Dollar General is a leader in the value retail sector, providing customers with everyday products at great prices in a convenient, easy-to-shop neighborhood general store.



Dollar General was founded in 1939 upon a belief that everyone should have access to affordable everyday household essentials. Today, our more than 18,000 stores in 46 states provide families with convenient access to a carefully curated selection of America’s most-trusted national brands and private brand merchandise, all at great prices.

Our small-box stores make it easier to get in and out quickly, and our digital tools and offerings help drive even greater convenience and additional access points. Our product offering includes most necessities, such as basic packaged and refrigerated or frozen food and dairy products, cleaning supplies, paper products, health and beauty care items, greeting cards and other stationery items, basic apparel, housewares, hardware and automotive supplies, among others.

Many of our stores are located in areas that other retailers have chosen not to serve. We are working to help provide healthy eating options and education and to reduce food insecurity in our hometown communities. In each of our stores, customers can find quality food items, including staples such as milk, bread, eggs, dairy products, lean proteins, grains and frozen or canned fruits and vegetables at affordable prices. We also offer a Better for You assortment in over 8,080 of our stores that provide a broader selection of healthier food options. Fresh produce is now available in more than 2,100 stores, many of which are located in areas that lack access to fresh, affordable foods, and we have announced plans to offer fresh produce in up to 10,000 stores over the next several years.



In 2021, Dollar General celebrated the opening of its **18,000th** store in Gulf Shores, Alabama.

In total, the company opened **1,050 stores**, relocated **100 stores** and remodeled **1,752 stores**.

We also announced **domestic expansion into Idaho** and **international expansion into Mexico**.



**DG** BETTER FOR YOU

8,080

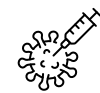
stores offer a “Better for You” assortment that provides a broader selection of healthier food options, including our Good & Smart private brand.

To expand upon these efforts, we are partnering with Feeding America to help reduce food waste and support local food bank distribution programs throughout our distribution center network and select store communities. As part of this partnership during fiscal-year 2021, we donated \$1,000,000 and the equivalent of over 3.7 million meals to Feeding America affiliates.

In addition to providing increased options for healthier, nutritious foods, we are also working to expand our healthcare offerings. In 2021, we hired our first Chief Medical Officer to help build relationships with companies that provide affordable healthcare products and services, especially in the rural communities we serve.

**COVID-19**

As our country continues to navigate the impacts of the COVID-19 pandemic, Dollar General was one of the first retailers to remove barriers for its front line workers to get the vaccine. Additionally, we joined with health departments in California, Georgia, Kansas, Michigan, Ohio, South Carolina and Virginia to offer free vaccines to local residents by hosting clinics in our store parking lots. Through this effort, more than 5,300 vaccines were administered.



Over  
**5,300**  
vaccines administered at Dollar General vaccine clinics in seven states in 2021.



Globe Awards, November 2021:  
Business Excellence Award for COVID-19 response

## Product Safety & Quality

Providing safe, affordable, quality products is an important part of our commitment to our customers and their families. We strive to ensure that our vendors and manufacturers and the products they provide us meet or exceed applicable safety, quality and regulatory standards, including those relating to product ingredients and components, labeling and packaging. Additionally, vendors are required to adhere to our Code of Business Conduct and Ethics as well as our workplace conditions expectations, which includes product safety expectations and adhering to global human rights standards. As part of our commitment to providing quality products, we are engaging in conversations with our consumer product goods vendors regarding their sustainability efforts and have been pleased that many of our national brands partners have robust sustainability programs.

## Safety and Regulatory Testing

Dollar General partners with global independent, third-party testing laboratories to conduct various physical, mechanical, electrical (when required) and chemical tests on the company's direct import products based on applicable federal, state and local regulatory and safety requirements, as well as additional company expectations. Product labels are also evaluated based on applicable regulatory requirements and for appropriate use and safety instructions.

Dollar General's product safety and regulatory compliance program, which is outlined in more detail below, applies to direct imports and certain domestically purchased private label items. We develop product safety and compliance testing protocols in collaboration with some of the largest testing companies in the world including Intertek, Underwriters Laboratories and Eurofins.



In 2021, Dollar General debuted a new, affordable, cruelty-free, vegan private-label haircare line called Root to End. The line was named a winner in Health and Beauty Care by Store Brands 2021 Editors' Pick List.

Dollar General's Shavely's, a private-label razor line, received a 2021 Salute to Excellence Award in the men's grooming category from the Private Label Manufacturers Association. Winners were evaluated by a panel of professional and consumer judges on the product's sensory appeal, packaging, presentation and value for money.



## Chemical Policy and Restricted Chemical List

As part of our efforts to serve our customers and ensure product quality, we have implemented a Chemicals Policy applicable to certain of our private label products. Dollar General's chemical policy is designed to go beyond what is required by law and take additional steps to reduce or eliminate certain intentionally added chemicals of concern from our products. We recently updated our policy and expanded our Restricted Substance List (RSL) from eight chemicals to nineteen added chemicals. Additionally, the policy was expanded to include not only all private brand formulated products in our Home Cleaning, Beauty and Personal Care departments but also all private brand formulated cleaning products in our Hardware and Automotive departments.

We also plan to remove the following nineteen added chemicals from our formulated private brand items in Home Cleaning, Beauty and Personal Care, and from our private brand cleaning products in our Hardware and Automotive departments by fiscal year end 2023: 1-Bromopropane, Asbestos, 1,4-dioxane, Cyclic Aliphatic Bromides Cluster of flame retardants (HBCD), Octamethylcyclotetrasiloxane (D4), Lead and Lead Compounds, Cadmium and Cadmium Compounds, Bisphenol A (BPA), Diethyl phthalate, Dibutyl phthalate, Tetrachloroethylene (PERC), Formaldehyde, Toluene, Nonylphenol Ethoxylates, Butylparaben, Propylparaben, Trichloroethylene, Triclocarban and Triclosan.

We are on target to meet our goal of eliminating the following intentionally added chemicals from our core formulated private brand Home Cleaning, and Beauty and Personal Care departments by December 31, 2022: Formaldehyde, Toluene, Nonylphenol Ethoxylates, Butylparaben, Propylparaben, Trichloroethylene, Triclocarban and Triclosan.

We also plan to become a signatory of and responder to the Chemical Footprint Project by the end of the Company's 2022 fiscal year.

We will continue to encourage all suppliers to register product formulations with the UL WERCSmart® system and to use safer alternatives to the chemicals listed in our RSL. Through this process, we expect to gain additional insight into the chemical composition of these products.

## Product Testing

To ensure product safety and compliance, all direct import and certain private label items undergo periodic laboratory testing, the frequency of which depends on, among other things, the risk profile of the product or product category. This testing is performed by independent, third-party laboratories on randomly selected items.

## Product Recalls

Product recalls (whether direct import, private label or national brand) and product safety inquiries and investigations are coordinated by the company's Global Compliance department with the support of a cross-functional team of individuals from other areas of the company. A product recall may be instituted either as the result of an internal product safety investigation (see below) or based upon direction provided to the company by a government agency or a vendor.

Product safety investigations are initiated when the company receives information regarding a potential product safety or quality issue, including through customer complaints. The scope of any such investigation will be determined on a case-by-case basis, taking into account, among other things, the nature of the potential issue and any alleged harm caused by the product. Not every report or investigation of a potential product safety or quality issue will result in a product recall. If it is determined that a product recall is necessary, the Global Compliance team is notified and coordinates the removal of product from inventory.

Serving Our

# Employees

Our mission of *Serving Others* is brought to life everyday through the actions of our employees to support our communities, customers, neighbors and each other. Our diverse teams are the heart of our company, and we work hard to create opportunities for them to grow and thrive in an inclusive environment where they can bring their authentic selves each day. Whether our employees are entering the workforce for the first time or looking for ways to build their careers, we have a variety of opportunities for individuals to grow with us.





Our private fleet is a GI Bill® certified employer and offers a competitive compensation package with the opportunity for drivers to earn up to \$90,000 a year, annual bonus opportunities and day-one competitive benefits eligibility. We offer a Class A CDL training program for current employees interested in pursuing this career path.

As one of the fastest-growing retailers in America, we have helped thousands of employees from our stores, distribution centers, store support center and international sourcing offices develop their careers and advance within the company. We are intentional in our efforts to help create pathways for employees to build their careers from entry-level to executive. As of fiscal year-end 2021, approximately 76% of our store managers and thousands of employees across the company were promoted from within.

### Attracting Talent

We seek to provide market-competitive compensation and benefits packages that not only attracts talent but also retains our current employees. We offer a broad range of benefits, including: medical, prescription, telemedicine, dental and vision plans; flexible spending accounts; disability insurance; 401(k) plan; paid vacation; employee assistance program (including access to mental health, legal and financial counseling services); healthy lifestyle and disease management programs; discounts for products and services; parental leave; adoption assistance; life insurance; service award recognition and a variety of supplemental health and welfare programs. Eligibility and benefit levels may vary by program.

~76%  
of store managers were  
promoted from within as  
of January 28, 2022.

Recognized by the  
Human Rights Campaign  
Foundation's Corporate  
Equality Index for  
LGBTQ+ workplace  
inclusion efforts in 2021.



## Leadership Development & Training

In 2021, under the guidance of our award-winning training team, we delivered more than 3.7 million training hours to employees at all levels of the company to advance their education and development.

Our portfolio of training opportunities is designed to help employees gain new skills and experiences to grow their career, providing a blueprint for moving people from an entry-level job to roles with greater responsibility and leadership. Whether through store or district manager training, training in a distribution center, virtual classes or other programs, development opportunities are available to individuals throughout their employment journey with Dollar General.

In addition to instructor-led trainings, we implemented a new Learning Management System in 2021, which allows learners to experience a training program that is unique to their individual journey and career path.



**Hall of Fame Recognition -**  
Dollar General was inducted  
into *Training* magazine's  
prestigious Hall of Fame  
in February 2021.

## Education Credits and Scholarship

Dollar General is dedicated to unlocking opportunities for career growth and educational opportunities.

One of the ways we are helping employees advance their education is by offering full-time employees access to employer-paid, full tuition covered degree programs from Strayer University and Capella University. This partnership provides opportunities for employees to gain professional and personal development by offering options for a wide variety of degrees and reimbursing other eligible educational expenses to help eliminate out-of-pocket costs.

In addition to the degree options with Strayer University and Capella University for full-time employees, beginning in April 2022, all Dollar General employees and their immediate family members will have access to Sophia Learning, an online, on-demand self-paced learning platform providing general education courses to help kick start their education journey and professional development. Additionally, our employees have access to a university alliance of over 200 colleges and universities with opportunities to receive tuition benefits, including discounts, fee waivers and deferred billing options.

In partnership with the American Council on Education's (ACE) Learning Evaluation, we continue to provide at no cost to the employee up to nine semester credit hours towards the completion of an undergraduate degree for store managers who complete our Store Manager Training program.



**Rosalinda P., a Store Training Manager in Bakersfield, California, started her DG career journey nearly 10 years ago as an Assistant Store Manager. "I consider myself a people person. I enjoy helping others navigate the business and become successful in their role," she said. This passion led Rosalinda to pursue a degree in Business Management with a focus on Human Resources. Thanks to Dollar General's tuition reimbursement program, she graduated in December 2021.**

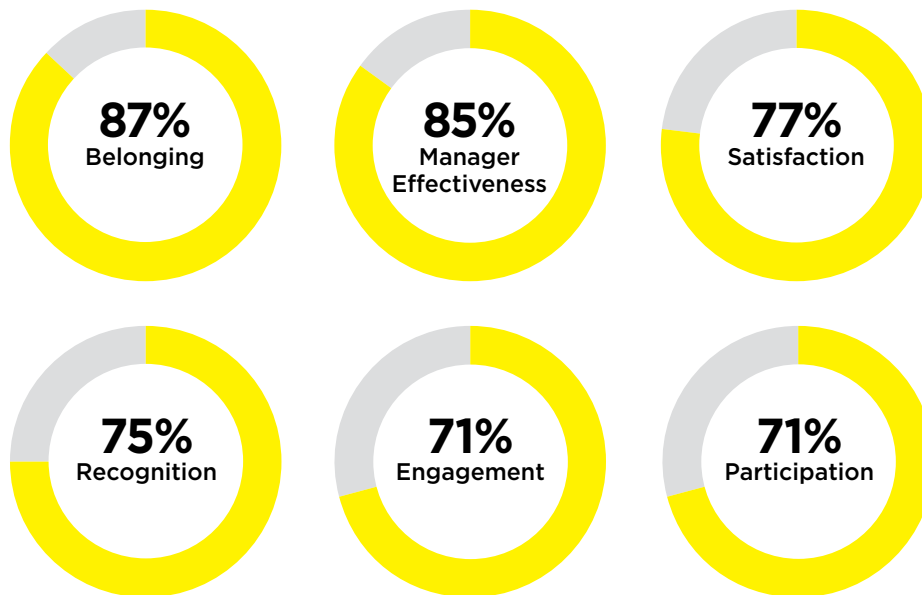
## Retaining and Engaging Talent

At Dollar General, we strive to foster an environment where our employees feel valued and engaged in our mission of *Serving Others*. To help maintain our culture and position our teams for success, we believe it is important to share our operating priorities and strategies with our team on a regular basis. Some of the ways we work to enhance employee engagement include town hall meetings, regional and national leadership meetings and highlighting employee and company success stories on our DGme intranet site.

As we work to inform and engage our team in our company's success, their opinions and feedback are critical to shaping enterprise-wide engagement initiatives and positioning us as an employer of choice. Our DG Voice survey and periodic "pulse" surveys help provide a deeper understanding of employee sentiment regarding overall engagement, job satisfaction, leadership effectiveness, recognition and belonging. Feedback from the surveys is used to guide us in efforts to enhance the employee experience.



### 2021 DG Voice Overall Company Results:



\*Results represent the weighted combined average of scores from our store, distribution center and store support center employees.

## Diversity & Inclusion

We believe in respecting the dignity and differences of others. Throughout our organization, from stores and distribution centers to our transportation teams and corporate offices, we strive to create an environment where everyone feels valued, comfortable bringing their authentic selves to the workplace every day, respected enough to know that their difference makes a difference and empowered to grow their careers through differentiated development. Ultimately, these cornerstones help to fuel motivation at work, support our customers and communities and build a sense of belonging. This commitment is reflected in our key operating priority of investing in our diverse teams through development, empowerment and inclusion.

### Inclusive Leader Learning Journey

We believe diversity and inclusion needs to permeate from the top down. For the past several years, we have been focused on developing our leaders throughout the organization to lead cultural transformation and model inclusivity at every level. This journey began with our executive team and Board of Directors and has since been rolled out to subsequent levels of employees across the organization. In 2021, we spent more than 11,000 training hours with our leadership teams, focused on creating inclusive team environments. Our journey will continue into 2022 and beyond, with learning strategies and programs designed to reach our broad employee base.

## Mentorship, Development and Affinity Groups

Positioning others for success is a fundamental part of our leadership philosophy. We have a wide array of internal development opportunities and programs to help employees advance their careers and diversity and inclusion objectives.

Part of our efforts to build a more inclusive culture is through our Develop 2 LEAD mentorship program. This year-long mentorship and development program pairs officer level employees with employees across the organization. It is designed to help emerging leaders advance their personal development while learning more about the company's strategy and the retail industry.

Dollar General also has five Employee Resource Groups (ERGs). Each group is organized around a chosen affinity, and they work to leverage differences, promote awareness and build a more inclusive culture consistent with Dollar General's mission and core values. Each employee-led group has two executive sponsors who support the ERG leadership and sponsor programming to provide career development events, build support around DG communities and create a culture where employees are encouraged to bring their authentic selves to work every day. Our ERGs further focus on opportunities to satisfy customer needs and provide a stronger tie to the communities in which our employees live and serve.



**Professional Women's Magazine's Best of the Best Employer List for Top LGBTQ+ Friendly Companies for the fourth consecutive year**

In 2021, the ERGs served over 3,100 employees through 16 development and inclusion events. Dollar General also celebrated and recognized more than ten inclusion holidays with messaging and or special events.

## Military Support

Dollar General proudly supports all those who have served and continue to serve our country. We offer exclusive discounts to active military, veterans and their immediate family members. We are also a founding partner of the Paychecks for Patriots program, which supports service members' transition to civilian life through meaningful employment opportunities. In addition to offering exclusive discounts to military families, Dollar General is proud to partner with United Through Reading to help ensure children do not have to miss bedtime stories because their family member is away on military service.



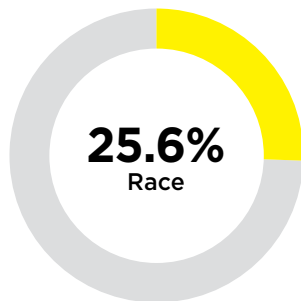
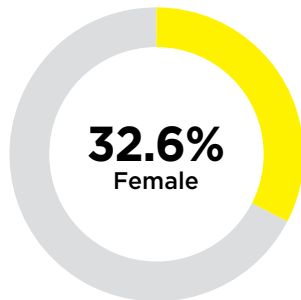
## Workforce Composition

As of January 28, 2022

Workforce data represents approximately 162,000 employees and is based on employee self-identification.

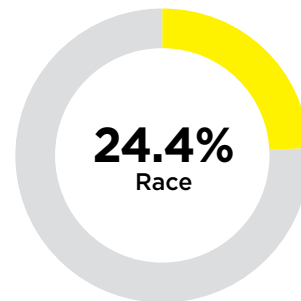
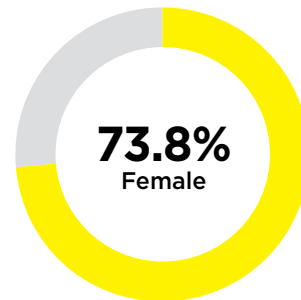
### Officer Group

The following data includes all employees at the Vice President level and above.



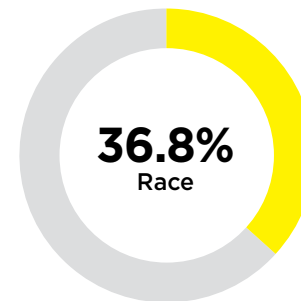
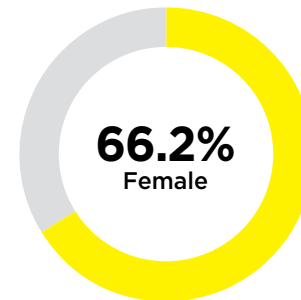
### Management

The following data includes all employees at the manager level and above, with the exception of Dollar General's Officer Group and employees based outside of the United States.

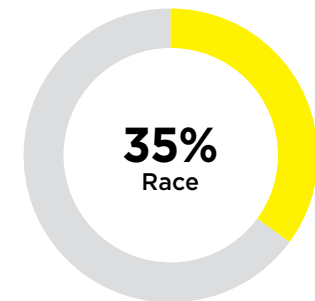
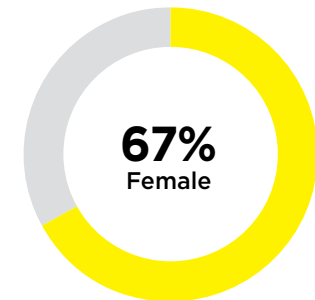


### Non-Management

The following data includes all full-time and part-time non-management employees based in the United States.



### Total Workforce



Serving Our

# Communities

At the heart of our mission of *Serving Others* is our commitment to investing in the communities we call home. From our humble beginnings in Kentucky at the end of the Great Depression to now, we have remained steadfast in our efforts to meet the needs of our neighbors and communities and help them thrive. During fiscal year 2021, Dollar General and its Foundations invested more than \$23M in charitable initiatives aimed at nourishing the mind, body and planet. Following are some highlights of our efforts.



## Nourishing Minds: Literacy and Education

We believe that education is a great equalizer and a fundamental right for all individuals – youth and adult. For 28 years, the Dollar General Literacy Foundation has been investing in programs that help individuals learn to read, prepare for the high school equivalency exam or learn English. In fiscal year 2021, the Foundation awarded more than **\$16.4M** to nonprofit organizations, schools and libraries serving more than **1.7** million learners.

As we look for opportunities to address post-pandemic challenges caused by the disruption in education, the Foundation remains committed to creating an equitable path to educational success. Collaborating with national, regional and local organizations, our efforts will include increasing access to quality instruction, remediation and intervention services, adult literacy programs and professional development, and equipping teachers and classrooms with the resources they need to be successful. Some of our investments are highlighted below.

Save the Children	American Indian College Fund	DonorsChoose	ProLiteracy	Barbara Bush Foundation for Family Literacy	Reading Is Fundamental
<p>The Foundation awarded more than \$1.6 million to Save the Children to extend their efforts in over 200 rural communities providing educational support to more than 837,000 children and more than 22 million meals.</p>	<p>We are partnering with the American Indian College Fund to help provide affordable, culturally based high school equivalency services at six tribal colleges and universities. Over the past five years, we have donated \$1.35 million towards these efforts, which includes \$300,000 donated in 2021.</p>	<p>We donated over \$1 million to DonorsChoose to help fund more than 5,500 teachers' literacy projects and book collections throughout the country.</p>	<p>The Foundation helped provide funding to launch the Mobile Learning Fund. The fund is designed to help adult literacy programs have access to and technical support for the adoption of educational technology to be used in the classroom or in a blended learning model.</p>	<p>The Dollar General Literacy Foundation served as a funder and thought partner for the Barbara Bush Foundation on the launch of the first-ever National Action Plan for Adult Literacy which was launched in 2021. This multisector, multiyear initiative is a collaborative effort of adult literacy experts, education researchers, edtech innovators, philanthropic leaders and industry partners to collectively work to solve the problem of low literacy in America.</p>	<p>Now in our 16th year of partnership, we are proud to support students through the Books For Ownership program. In 2021, more than 147,000 books were distributed to elementary-aged students to expand their home libraries.</p>



### **Nourishing Body: Addressing Hunger and Children’s Health**

Our philanthropic efforts focus on meeting basic needs that help individuals and families thrive. That includes our efforts to ensure our neighbors have access to nutritious foods and supporting equitable access to high-quality healthcare for children facing some of life’s most challenging diseases.

To help advance food security efforts across the nation, in fiscal year 2021 we donated \$1 million to Feeding America to help expand program capacity in high-need markets. We also partnered with their organization in over 2,000 markets to advance food recovery efforts in our local stores and distribution centers, helping to support food banks in our communities. More information regarding our circular economy and food waste reduction efforts is available in the environmental section of this report.

As part of our nourishing bodies efforts, we are celebrating 16 years of partnership with St. Jude Children’s Research Hospital. Through corporate donations and our annual in-store *Thanks and Giving* campaign, we have raised more than \$30 million to support the life-saving work at St. Jude.

### **Nourishing Planet: Creating Green Space**

Part of being a good neighbor is helping to nurture the world around us. In addition to our company’s overall sustainability efforts, which are discussed elsewhere in this report, we have partnered with the Arbor Day Foundation to advance reforestation efforts and create green spaces in urban markets. Together we planted more than 20,000 trees to date.

## Employee Assistance Foundation

The Dollar General Employee Assistance Foundation provides hope and help to our employees during difficult times. For more than sixteen years the Foundation has been there to offer support when an employee loses a loved one or incurs damage to their home due to a natural disaster or fire. Funding for the Foundation comes from the company, board members and co-workers joining together to serve our Dollar General family. During 2021, the Foundation awarded more than \$2.3 million to co-workers in need.

## DG Kindness

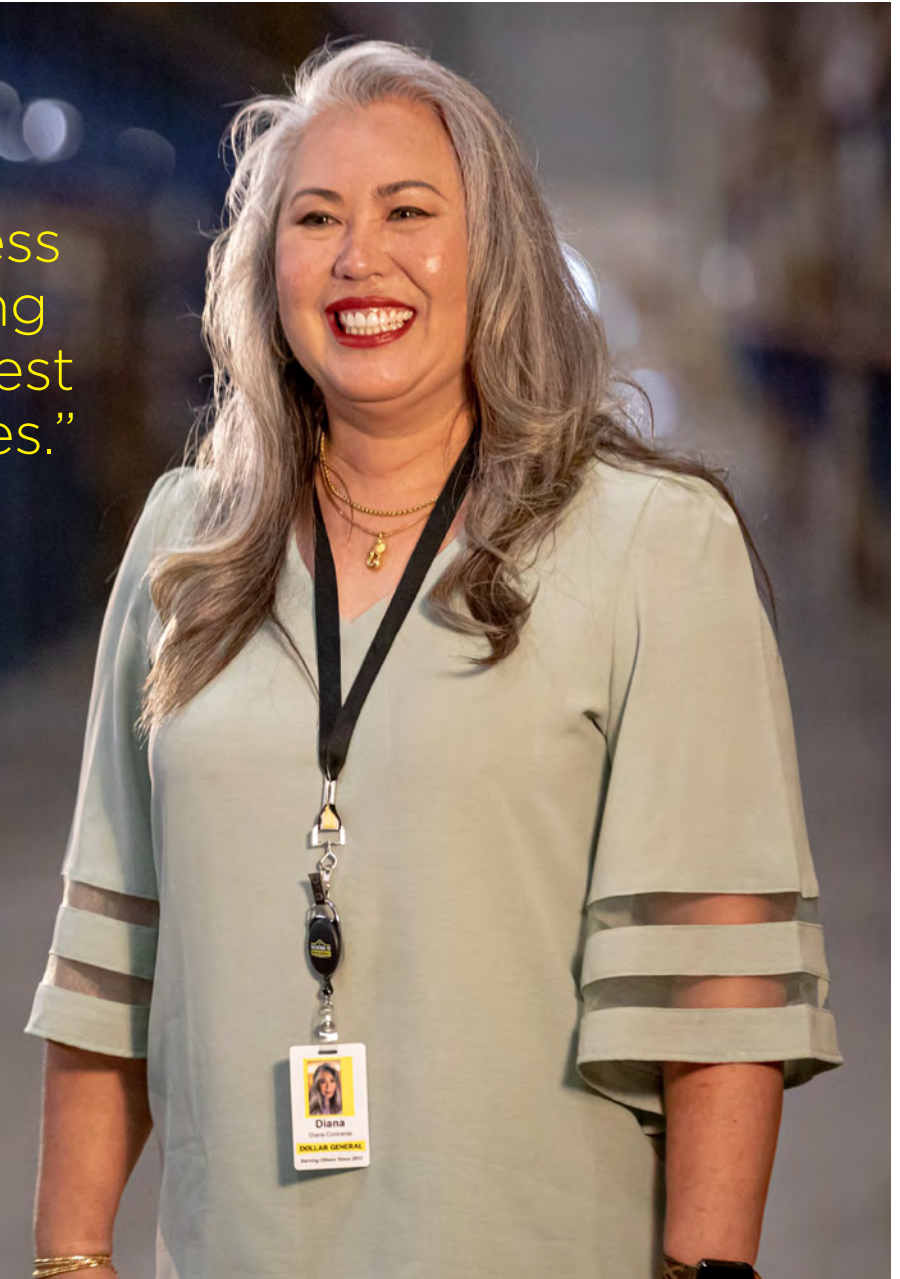
At Dollar General, our mission is brought to life every day through our employees' acts of kindness and compassion. To celebrate these moments of kindness, Dollar General launched the *DG Kindness* campaign in 2020. We celebrate employees' stories by providing a \$1,000 donation to a charity in their hometown to amplify their act of kindness.

## Social Justice

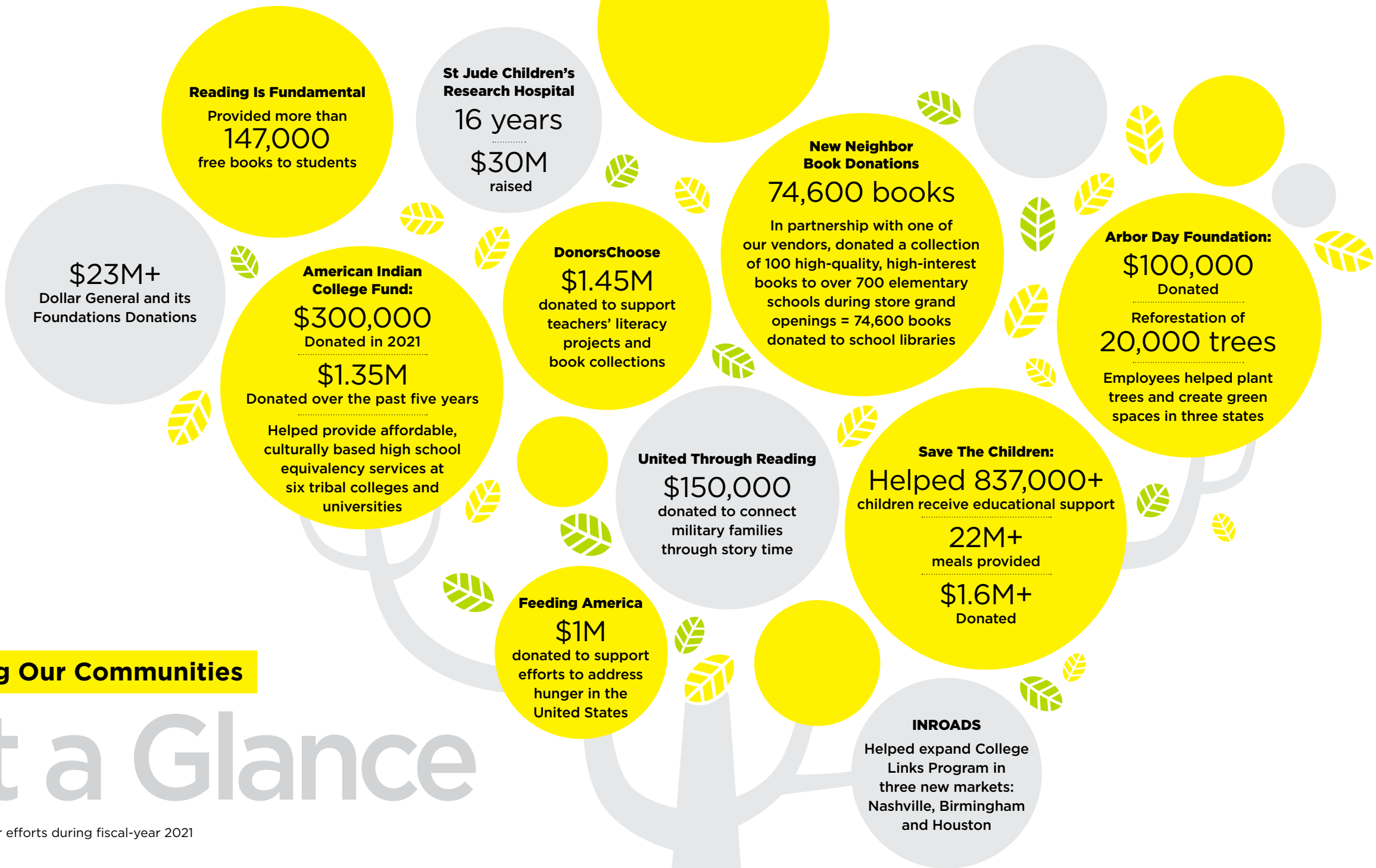
Dollar General is committed to investing in programs that increase access to opportunity for all individuals. Over the past two years, Dollar General and the Dollar General Literacy Foundation have awarded more than \$3 million of a \$5 million commitment to organizations working to uplift marginalized individuals and accelerate racial equality. This includes donations to The Equal Justice Initiative, Operation HOPE and INROADS.

“We are in the business of people and helping them become the best version of themselves.”

Diana C. has worked for Dollar General for over 10 years and in her role in our Human Resources department is committed to the development of others. “We are in the business of people and helping them become the best version of themselves,” Diana shared. Diana’s commitment to helping others extends beyond Dollar General to promoting adult literacy within her community. In addition to serving on the Texas Workforce Commission’s Adult Education and Literacy Advisory Council, Diana helps develop workforce curriculum and programs for local adult literacy providers and is a volunteer tutor for adult students during her spare time.







**Serving Our Communities**

# At a Glance

Highlights of our efforts during fiscal-year 2021

Serving the

# Environment

Dollar General is committed to being a good neighbor and responsible steward of our natural resources. We are committed to ensuring the communities we call home remain vibrant for generations to come. As we grow our business, we continuously explore ways to further reduce and limit our impact on the planet while balancing operational and customer needs. Our aim is to reduce our environmental footprint through sustainable and business-friendly practices.



## Our Footprint

Dollar General is committed to reducing our carbon footprint and helping to mitigate the effects of global climate change. To help drive our reduction efforts, we have set our first greenhouse gas emission goals that include both short- and longer-term targets. Specifically, we have committed to a 15% emissions reduction per square foot by 2026 and a 30% reduction per square foot by 2031, each versus a baseline year of 2020, and we will evaluate our progress towards these goals annually.

Carbon Footprint <sup>1</sup>	2019	2020	2021
Enterprise Square Footage	138,342,000	146,256,000	154,666,867
GHG Emissions Scope 1 (MT CO <sub>2</sub> e)	507,052	565,598	625,813
GHG Emissions Scope 2 (MT CO <sub>2</sub> e)	1,114,435	1,060,493	1,141,978
GHG Emissions Scope 1 and 2 Total (MT CO <sub>2</sub> e)	1,621,487	1,626,091	1,767,791
Carbon Intensity (MT CO <sub>2</sub> e /1000 SQ FT)	11.7	11.1	11.4
Energy Consumed Purchased Electricity (kWh)	2,372,941,107	2,582,574,879	2,788,883,930

<sup>1</sup> Enterprise square footage includes retail and distribution centers. Total square footage increased by 5.8%.

Notes: Scope 1 includes stationary (natural gas, propane, heating oil, backhaul generators and fugitive emissions from refrigerants) and mobile (corporate jet, fleet vehicles, owned trucking, owned refrigeration trailers, and leased trucking) emissions. Scope 2 includes purchased electricity. Fugitive emissions were not originally part of 2020 estimates but added to 2021 and backcast for 2020 and 2019 based on EPA screening method. Scope 2 emissions calculations for CO<sub>2</sub>e from kWh consumption for 2020 was made using updated eGrid factors released in February 2021 and will differ from previously stated results.

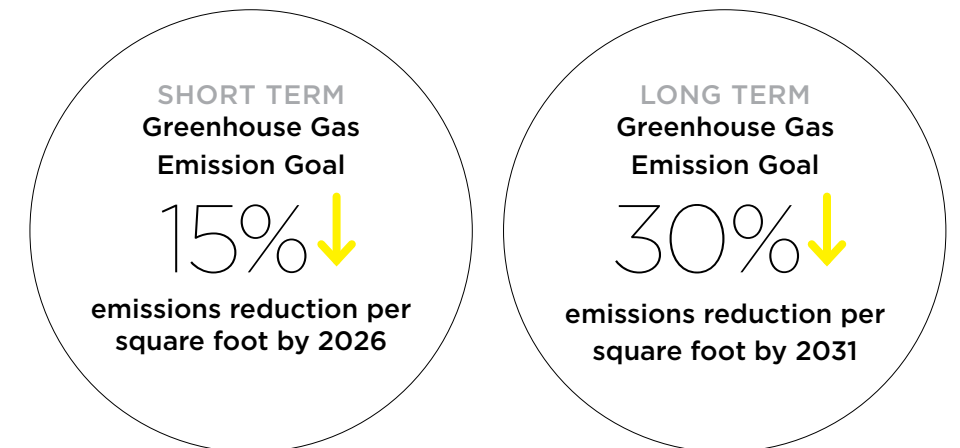
## Energy Conservation

Since 2016, we have implemented broad-based LED light installation efforts. These energy efficient bulbs use over 70% less energy, produce less heat and have longer lifespans leading to less landfill waste. Currently over 99% of our stores' interior lighting, 73 percent of our stores' exterior lighting and 59 percent of our store signs have been converted to LED. As of fiscal year-end, our LED installation efforts resulted in a reduction in energy usage in our stores by 12.7% percent compared to fluorescent lighting.

To further reduce energy consumption, we have implemented energy management systems in nearly all Dollar General stores. Additionally, all new and replacement HVAC systems include variable frequency drives, resulting in approximately seven percent energy use reduction in stores where they are installed, which at fiscal year-end represented 27 percent of our chain.

In addition to lighting and HVAC efforts, as part of our cooler door expansion, we are actively replacing inefficient and aged coolers and freezers with ENERGY STAR® rated units, which are approximately 20% more efficient.

To drive further energy reduction efforts, we have a limited number of stores with solar panels and community solar agreements.





### Recycling

(during calendar year 2021)



263,396

Tons of Cardboard



1,780

Tons of Paper



2,412

Tons of Plastic



2.5 million

Pallets



4.8 million

Trees Saved



1.8 billion

Gallons of Water  
Saved



470 million

Kwh Energy Saved



696,146

Barrels  
Oil Saved

**Cardboard Backhauling:** The company implemented a cardboard backhauling initiative more than a decade ago. This initiative calls for cardboard shipped to our stores to be broken down and returned to the distribution center for recycling or sold to paper mills. More than 2.6 million tons of cardboard have been recycled since the beginning of this program in 2008, which is equivalent to more than 44 million trees saved.

**Mixed Paper Recycling:** All unsold or outdated magazines, newspapers, greeting cards, and store paperwork (to the extent that it does not contain personal information) are returned to our distribution centers to be recycled. Since 2010, we have recycled over 34,300 tons of mixed paper.

**Plastics:** Dollar General initiated a plastic film recycling program in which distribution centers collect and bale plastic film returned from our store teams along with the plastic wrap used at the distribution facility to help protect pallets. From the start of this program through December 31, 2021, Dollar General has recycled and repurposed over 18,900 tons of plastic film.

**Store Support Center:** Ongoing recycling efforts at our Store Support Center include the following items: cardboard, loose paper, plastic bottles, aluminum cans, shrink wrap, light bulbs, batteries, cooking oil, toner cartridges, scrap metal, obsolete fixtures, broken furniture and motors.

**Network Services:** We work to recycle and e-cycle our outdated network equipment, all according to EPA guidelines.

**Pallets:** Our distribution centers are engaged in ensuring our pallet program has minimal impact on the environment. The pallet pool is a mix of vendor owned pallets that are leased for use and whitewood pallets that we own once received. We return all leased pallets to the appropriate vendor after use, and we reuse the whitewood pallets. If any whitewood pallets are unsafe for reuse and cannot be repaired, they are recycled for other end goods.

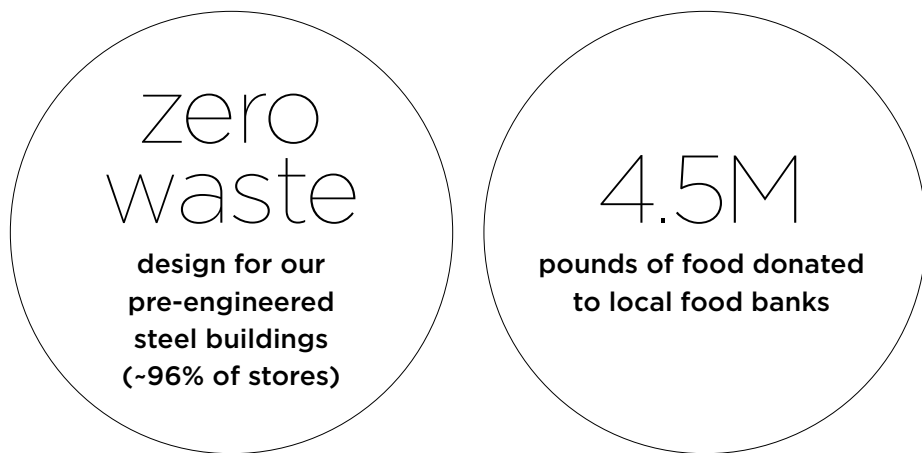
**Tertiary Packaging:** To increase efficiencies for our distribution centers and reduce our environmental impact, we conducted an economic order quantity analysis that allowed us to reduce the number of partial pallets received. That analysis allowed us to put protocols in place to help reduce waste and improve processes. The decrease in partial pallets allows us to reduce inbound deliveries, employee touches and the number of pallets being utilized for product.

## New Store Growth and Store Remodels

By partnering with preferred developers, Dollar General has implemented a virtually-zero waste construction program to reduce the excess materials that remain after a store is built. As we remodel and optimize store formats to better serve our customers, we have conducted design studies of our buildings' footprint to enable the use of pre-engineered materials and reduce on-site construction modifications. As part of these efforts, we have created a zero-waste design for our pre-engineered steel buildings (~96% of stores) and a low waste design for our wood prototype buildings. These efforts are helping us reduce construction waste impact on landfills.

## Reducing Food Waste

As we work to advance a circular economy, we have developed partnerships in several of our store communities and distribution center communities to reduce food waste and support local food distribution efforts in collaboration with Feeding America affiliates. During 2021, we donated more than 4.5 million pounds of food to local food banks which is equivalent to over 3.7 million meals.



## The Power of Spilled Milk

In 2021, Dollar General diverted over 26,000 tons of expired dairy waste from landfill. Of this total, 22,343 tons were sent to regional producers of animal feed, where they were used as high-quality additives to feed farm animals.

In addition to the animal feed program, 3,771 tons of expired dairy waste was sent to a farm to process through an anaerobic digester. Through this specialized process a Pennsylvania farm close to our Pottsville, Pennsylvania Distribution Center turns the milk into natural gas, which is then used to generate electricity. The electricity created from the milk donated by our distribution center is not only able to power the approximately 1,200-acre farm, but superfluous power is sold to the local electric company.



## Water Consumption

Water is a vital component of the earth's ecosystem. We understand the value and importance of engaging in efforts to conserve this vital natural resource. Highlighted below are details related to our annual water consumption rates. As we look to the future, we will continue to explore ways to improve our efficiency and reduce our water usage intensity.

Year	Water Usage (gal)
2018	1,349,718,249
2019	1,475,125,976
2020	1,583,186,358
2021	1,627,354,010

## Distribution Centers

Our distribution centers play a critical role in our supply chain and enable us to efficiently serve our stores. These facilities are equipped with comprehensive warehouse and inventory management systems that enable us to reduce waste and enhance inventory allocation. Through strategic placement of our facilities, we are able to create economic empowerment opportunities for the local workforce and communities while also positioning our transportation team for more efficient hauls and reduced stem miles.

As we operate our facilities, we are mindful of the environment and engage in energy-saving practices as well as efforts to reduce our environmental imprint through robust recycling programs and food waste reduction partnerships.

Among the energy-saving building practices utilized in our distribution centers are:

- LED lighting with occupancy sensors
- Electric-powered material handling machines (e.g., forklifts)
- Controllable light levels
- White TPO roof membranes that reflect sunlight and help with heating/cooling energy usage
- Advanced warehouse cooling systems
- Energy-efficient dock doors, seals and windows
- Increased use of variable frequency drives (VFD) for climate control equipment and conveyors

Additionally, we use adiabatic condensers in 36 percent of our distribution centers. These condensers offer energy efficient solutions by using water only as needed based on ambient temperatures and system demand and do not require chemicals to treat the water.



### DG Kindness

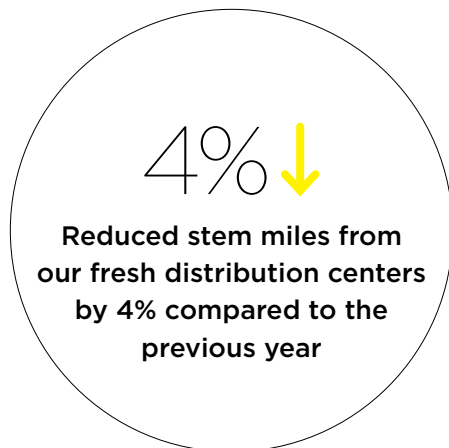
**Johanna S.** has been with our Ardmore Distribution Center team for over seven years. In true DG spirit, when she heard that a local nonprofit organization needed volunteer mentors for children in crisis, she immediately reached out. For over three years now, she has volunteered as a small group leader providing encouragement to kids who are homeless, hungry and looking for guidance and support. She not only serves as a leader, but also helps ensure the children attending the small group meetings receive a few things they need such as toiletry items, clothes, shoes and socks. Every meeting ends with a meal for the children and some fun activities. For Johanna's generosity and compassion, we recognized her as part of our DG Kindness campaign and joined in donating to her local nonprofit organization. Thank you, Johanna, for spreading DG Kindness!

## Transportation

We are mindful of the environmental impact of our transportation teams. To limit our impact, we carefully design and map our routing systems for our truck deliveries to ensure efficient fuel consumption and the lowest mileage between our distribution centers and stores. Since 2018, we have reduced stem miles from our traditional distribution centers by 2%. Over the past year, we have reduced stem miles from our fresh distribution centers by 4%.

The Environmental Protection Agency's SmartWay™ Certification helps companies benchmark and adjust to industry best practices and enhance the sustainability of their supply chains. In 2021, 100% of our outbound fleet carriers and 89% of our inbound fleet carriers were certified by the SmartWay™ program. All of our private fleet, which comprises approximately 20% of our total drivers, are SmartWay™ Certified, and we are a GI Bill® certified employer.

Our global supply chain utilizes various methods of transportation to deliver goods throughout our network. To optimize routing, reduce cost and lower fuel consumption, we rely on single and intermodal networks of transportation utilizing traditional truckloads, rail and ocean liners. In fiscal year 2021, 24% of our total cartons were shipped using intermodal transportation. To reduce environmental impact of our ocean freight carriers, our carriers have migrated to a low-sulfur fuel.



Managing Our

# Supply Chain

We believe all individuals should be treated with dignity and respect. We expect our vendors to operate in a manner that aligns with this belief and ensures a safe, respectful workplace for all individuals working within our supply chain.





## Human Rights and Workplace Conditions

We are committed to advancing global human rights standards through our supply chain. Our human rights and workplace conditions expectations, which are applicable to each vendor and communicated in a variety of ways, include the following:

- All employees in the production of company merchandise must be at least 16 years of age, regardless of applicable law (which may allow younger workers).
- Suppliers may not use involuntary or forced labor.
- Wages and benefits must comply with the local and country laws.
- Suppliers must comply with all applicable legal limits for working hours. Employees may not work more than six consecutive days.
- Suppliers employees must be employed, paid, promoted and terminated based on occupational ability and not based on personal characteristics such as race or sex or beliefs.
- Suppliers will not tolerate or condone physical, sexual, psychological or verbal harassment or abuse of any Supplier employee.
- Suppliers will demonstrate commitment to the health and safety of employees to prevent accidents and injury occurring in the course of work.
- If Suppliers provide residential housing for employees, Suppliers must ensure the housing is healthy and safe.

We have a zero-tolerance policy against child labor, forced or slaved labor and worker discrimination/harassment. We will not conduct business with vendors or facilities that are found to have engaged in these behaviors.

Dollar General requires all vendors to have high standards of ethical labor practices which includes work environment expectations. Facilities producing direct import merchandise for Dollar General are audited annually by an independent third-party firm. The audit is based upon the International Labor Organization standards. We utilize two different third-party audit firms to help ensure consistency and integrity in the process.

Every direct import factory doing business with Dollar General must have a passing assessment score or an approved Corrective Action Plan. Shipping approval will not be issued until this requirement is satisfied. A factory's failure to cooperate during this evaluation may result in an immediate order cancellation. Factories receiving sufficiently low performance ratings will not be allowed to produce products for Dollar General until corrections have been made and an additional audit is conducted to validate the corrections.

Dollar General employees with direct import or supply chain responsibilities are expected to familiarize themselves and comply with the company's safety and workplace conditions expectations, as well as any risks presented with certain product categories and sourcing countries. Members of Dollar General's Global Compliance Department review vendor and facility performance with Sourcing and Merchandising leadership to ensure understanding of issues that pose unacceptable workplace conditions or potential product regulatory and safety concerns.

Vendors are made aware of the company's expectations in numerous ways, including but not limited to, the vendor onboarding process, the Vendor Guide, the Code of Business Conduct and Ethics, supplier and other agreements, and periodic in-person vendor summits and meetings.

To view our Code of Business Conduct and Ethics and for more information about our Human Rights Risk Assessment practices, please visit the Corporate Governance section of our website.

**DOLLAR GENERAL®**

# Corporate Governance

**Our mission of *Serving Others* is the cornerstone of our commitment to purpose-driven leadership. It is reflected in our efforts to enhance long-term shareholder value, and includes ensuring that our practices address environmental, social and governance issues while serving the needs of our customers and communities.**



## Board Leadership

Our Board of Directors represents a diversity of experience, backgrounds, viewpoints, tenure, age, gender and race and is chaired by an independent director. Each of our directors is elected annually via majority voting and, other than our CEO, satisfies our independence criteria and that of the New York Stock Exchange. In terms of tenure of our board members, 43% of our independent directors have joined the Board within the last five years.

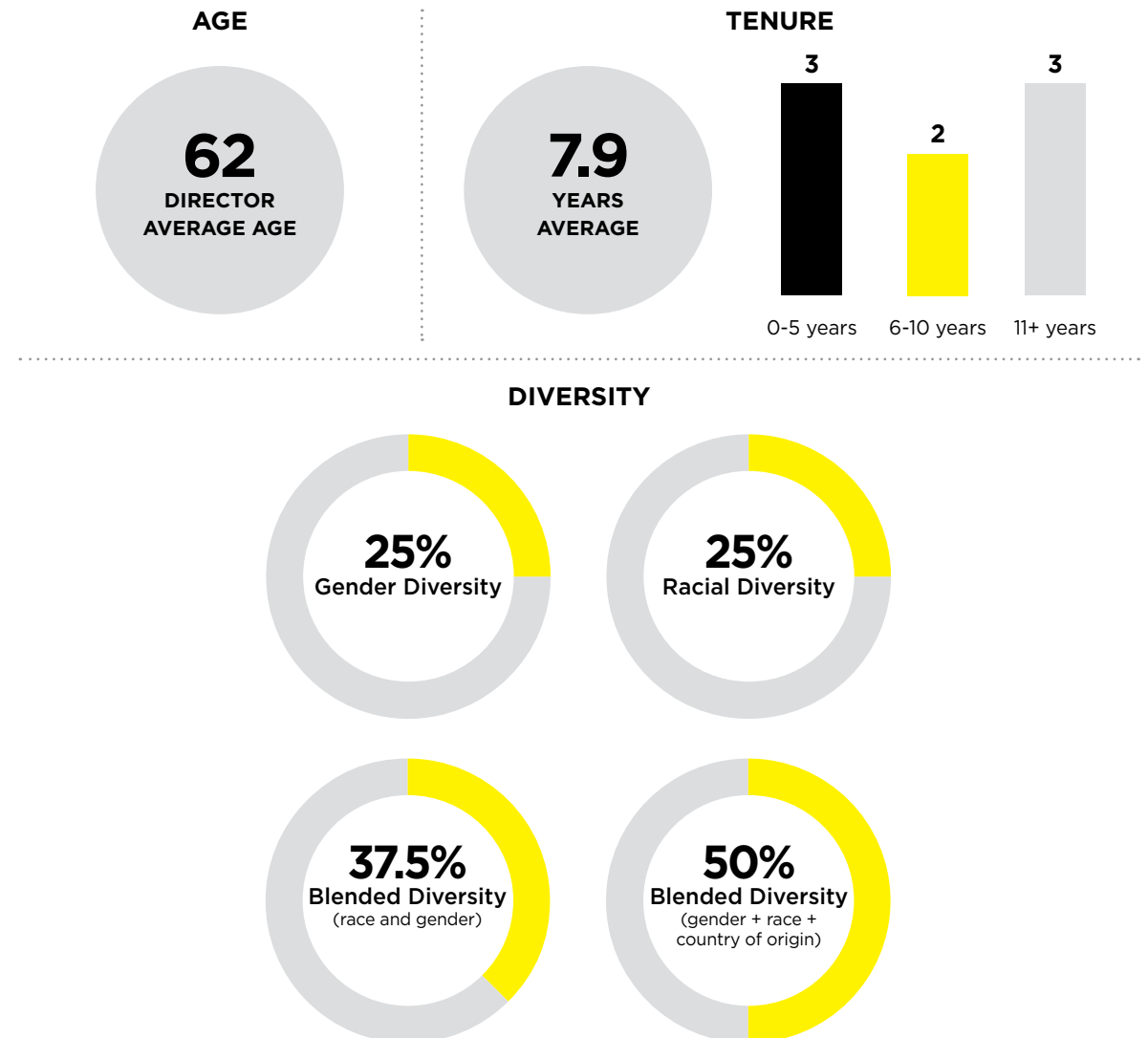
The Board has established three standing committees comprised solely of independent directors: Nominating and Governance, Audit and Compensation. Our Board and its committees have an important role in our risk oversight process. The entire Board is regularly informed about risks through the committee reporting process, as well as through special reports and updates from management and advisors. This enables the Board and its committees to coordinate the risk oversight role, particularly with respect to risk interrelationships. The Board believes this division of risk management responsibilities effectively addresses the material risks facing Dollar General. Additional information regarding the functions of the committees is described in applicable Board-adopted written charters available on the “Corporate Governance” section of our website located at <https://investor.dollargeneral.com>.

The Board, each standing committee, and each individual non-employee director are evaluated annually. The Chairman of the Board and the Nominating and Governance Committee discusses the results of the individual evaluations, as well as succession considerations, with each director. The Board and each committee review and discuss the results of the Board and applicable committee evaluations, all with the goal of enhancing effective Board leadership and oversight. These evaluations and discussions also help inform director re-nomination decisions and succession planning.

As an additional mechanism for Board independence and oversight, executive session of non-management directors (all of whom, as noted above, currently are independent) is available at each quarterly Board meeting. The Chairman presides over all executive sessions of the non-management and independent directors.

## Board of Directors

As of fiscal year-end



## ESG Oversight

The Board provides oversight of management's ESG efforts through three committees, each with different responsibilities related to certain aspects of our ESG strategy, among other responsibilities. The Nominating and Governance Committee having primary responsibility for oversight of the majority of ESG related issues. The Compensation Committee has oversight of human capital management. The Audit Committee's oversight includes enterprise risk management, cybersecurity and data privacy. The full Board approves the annual budget which includes costs related to our enterprise-wide ESG efforts.

In addition to Board level oversight, the company's Sustainability Committee meets monthly and is comprised of members of the executive leadership team and the Vice-President of Corporate Social Responsibility and Philanthropy. The Committee helps set strategic direction and ensure programs are aligned with corporate objectives. Leading ESG program management is the Corporate Social Responsibility (CSR) & Philanthropy team that reports to the company's Executive Vice President and General Counsel. The CSR team's efforts include helping coordinate and deliver enterprise-wide initiatives, supporting the functional workstreams' plans and execution and providing visibility and communications on progress to the executive leadership team. The enterprise working teams lead functional planning and execution and report progress and status on milestones to the CSR team.

## Governance, Corporate Social Responsibility and Sustainability Risk Oversight

Our Board of Directors has delegated oversight of corporate governance issues, including management's efforts on significant corporate social responsibility and sustainability matters (to the extent the matter is not overseen by the full Board or other committee), to the Nominating and Governance Committee. Such matters may include significant issues relating to the environment, human rights, labor, health and safety, supply chain, community and governmental relations, charitable contributions, political contributions (if any), and similar matters. As part of this oversight, the Nominating Committee reviews our sustainability disclosures and practices, including climate-related disclosures, practices, strategy and goals/targets; oversees our ESG-related shareholder outreach program and shareholder proposals; receives regular reports on ESG engagements with and viewpoints provided by shareholders; and reviews detailed information regarding corporate governance trends and practices, all of which informs recommendations to the Board.

## Human Capital Management/Diversity and Inclusion Oversight

Our Board of Directors has delegated oversight of significant matters pertaining to our human capital management strategy to the Compensation Committee, including diversity and inclusion; recruitment, retention and engagement of employees; our executive compensation program; and the overall compensation philosophy and principles for the general employee population. As part of this oversight, each quarter the Compensation Committee reviews our diversity and inclusion efforts and results with the Chief People Officer. However, our Board retains direct oversight of certain human capital management areas, including annual discussions of management succession planning with the Chief Executive Officer and the Chief People Officer, review of significant employee-related litigation and legal matters at least quarterly with our General Counsel, and discussions of our various human capital matters with the Chief Executive Officer. Our Board also has regularly reviewed our COVID-19 response with our Chief Executive Officer since March 2020.

**Enterprise Risk Oversight.** We identify and manage our key risks using our enterprise risk management program. This framework evaluates significant internal and external business, financial, legal, reputational, ESG and other risks, identifies mitigation strategies, and assesses any residual risk. The program employs interviews with various levels of management and our Board and reviews of strategic initiatives, recent or potential legislative or regulatory changes, certain internal metrics and other information. The Audit Committee oversees our enterprise risk management program, discussing with management the process by which risk assessment and risk management is undertaken and our major financial and other risk exposures, including without limitation those relating to information systems, information security, data privacy and business continuity, and the steps management has taken to monitor and control such exposures. The Audit Committee reviews enterprise risk evaluation results at least annually and high residual risk categories, along with their mitigation strategies, quarterly. In addition, as part of its regular review of progress versus the strategic plan, our Board reviews related material risks as appropriate. Our General Counsel also periodically provides information to the Board regarding our insurance coverage and programs as well as litigation and other legal risks.

**Cybersecurity Risk Oversight.** In addition to consideration as part of the enterprise risk management program, cybersecurity risk is further evaluated through various internal and external audits and assessments designed to validate the effectiveness of our controls for managing the security of our information assets. Management develops action plans to address select identified opportunities for improvement, and the Audit Committee quarterly reviews reports and metrics pertaining to cybersecurity risks and mitigation efforts with our Chief Information Officer and our Chief Information Security Officer, including a dashboard, to help the Audit Committee understand and evaluate current risks, monitor trends, and track our progress against specific metrics. The Audit Committee also has the responsibility to review with management and the outside auditor any unauthorized access to information technology systems that could have an effect on the company's financial statements.

**Strategic Planning Risk Oversight.** Our company's strategy is firmly rooted in our long-standing mission of Serving Others, as we consistently strive to improve our performance while retaining our customer-centric focus. The Board actively oversees our corporate strategy and related risks through both annual strategic planning meetings and discussions and reports on the status of and risks to our strategic initiatives at quarterly meetings.

**Succession Planning.** Our Board of Directors ensures that a formalized process governs long-term management development and succession. Our comprehensive program encompasses not only our CEO and other executive officers but all employees through the front-line supervisory level. The program focuses on key succession elements, including identification of potential successors for positions where internal succession is appropriate, assessment of each potential successor's level of readiness, diversity considerations, and preparation of individual growth and development plans. Our long-term business strategy is also considered with respect to CEO succession planning. Our Board formally reviews our succession plan for officers, as well as other notable talent, at least annually. In addition, we maintain and review with the Board periodically a confidential procedure for the timely and efficient transfer of the CEO's responsibilities in the event of an emergency or his sudden incapacitation or departure.

**Stock Ownership Guidelines and Holding Requirements:** Our Board of Directors has put in place significant stock ownership guidelines for senior officers and directors that are tied to a multiple of base salary or director fees, as applicable, as well as holding requirements.

**Hedging and Pledging Prohibitions:** We prohibit executive officers, directors and their controlled persons from: (1) hedging against any decrease in the market value of equity securities awarded by Dollar General and held by them; (2) pledging our securities as collateral; and (3) holding our securities in a margin account. Controlled Persons include the Board member's, executive officer's or employee's respective spouses, immediate family members sharing their home or that are economically dependent on them, entities that they control, and trusts in which they serve as a trustee or are a beneficiary.

**Clawback Policy:** Our annual performance share unit awards and the annual Teamshare cash bonus program allow for the clawback of performance-based incentive compensation paid or awarded to an executive officer in the case of a material financial restatement resulting from fraud or intentional misconduct on the part of the executive officer.

## Shareholder Engagement

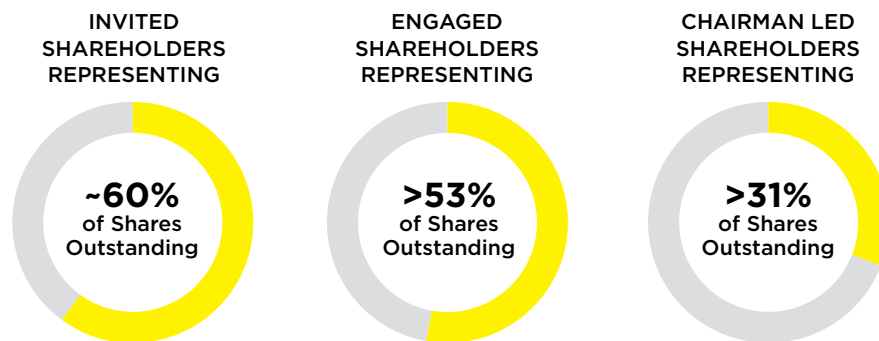
To build and maintain relationships with shareholders and to ensure their perspectives are understood and considered by the Board, we conduct year-round outreach through our senior management, investor relations and legal teams. In 2021, we also continued to engage in focused shareholder engagement efforts regarding ESG matters, inviting shareholders representing approximately 60% of our outstanding shares to discuss their perspectives on these matters. We ultimately held conversations with investors comprising over 53% of shares outstanding.

Topics discussed during ESG-focused shareholder outreach meetings generally centered on recent enhancements surrounding our corporate governance, including but not limited to:

- Implementation of the shareholder special meeting right,
- Disclosures and efforts around environmental and social matters and human capital management,
- Board of Director refreshment and composition, and
- Executive compensation program structure.

Feedback from these meetings was shared with our Board members to inform future decisions pertaining to ESG matters and helped inform the decisions to publish our consolidated EEO-1 data in fiscal year 2022, to establish reduction targets for our Scopes 1 and 2 greenhouse gas emissions and to work towards aligning certain of our climate disclosures to the TCFD framework.

### Shareholder Engagement



## Political Contributions

Dollar General does not have a political action committee (PAC) and does not make contributions or expenditures to participate or intervene in any campaign on behalf of (or in opposition to) any candidate for public office or to influence the general public with respect to the candidate for a specific election.

Pre-approval by the Chief Executive Officer is required for any Company contribution or expenditures directly made to influence the general public with respect to a referendum. If any such contributions are made by the Company, such contributions will be publicly disclosed on an annual basis, beginning with the Company's completed 2022 fiscal year.

Any Company contributions or expenditures (including but not limited to dues or membership fees) of greater than \$10,000 directly made to entities organized under Section 527 (political organizations), Section 501(c)(4) (which may include social welfare organizations or special interests groups), or 501(c)(6) (which may include trade associations) of the Internal Revenue Code, which may be used to participate or intervene in any campaign on behalf of (or in opposition to) any candidate for public office or to influence the general public, or any segment thereof, with respect to an election or referendum, must be approved in advance by the Company's Vice President of Government Affairs, Executive Vice President and General Counsel, and Chief Executive Officer. Such contributions/expenditures will be publicly reported on an annual basis, beginning with the Company's completed 2022 fiscal year.

Dollar General understands and values the right to vote in political elections at the local, state and federal level. While we are respectful of our employees' rights to engage in personal political activities, employees must do so in their own names, at their own expense and not imply any endorsement or participation by the Company.

A copy of our political contributions policy is available at on our website at - <https://www.dollargeneral.com/about-us/corporate-social-responsibility.html>

## Ethical Conduct

Our mission and values are built on a foundation of trust, honesty, fairness and respect. Our commitment to maintaining a values-driven, integrity-based culture guides our interactions with fellow employees, business partners, shareholders and customers. To ensure this trust is maintained and that we operate with the highest ethical standards, all employees, officers, Board members and vendors are expected to adhere to our Code of Business Conduct and Ethics. A copy of our Code of Business Conduct and Ethics can be found in the Investor Information section of our website.

Vendors are made aware of the Company's Code of Conduct and the importance of adhering to it in numerous ways including, but not limited to, the vendor onboarding process, the Company's Vendor Guide, supplier and other agreements, and periodic meetings with the Company. When interacting with and/or executing these documents, Vendors agree to not only abide by the Code of Conduct, but also refrain from engaging in any conduct contrary to it.

## Speaking Up

We encourage employees to report behavior that is illegal, unethical or questionable. Additionally, our open-door policy welcomes employees reaching out to share concerns; ask questions; or seek guidance. Employees can report legal or ethical concerns through our 24/7 hotline, anonymously if desired, to a live operator. We have a non-retaliation policy for reports that are made in good faith.

**We invite you to read our Corporate Governance Guidelines and other governance documents on the Investor Information—Corporate Governance page of our website, as well as our 2022 Proxy Statement.**

## Data Privacy & Security

Protecting the personal information of our employees, customers and business partners, as well as our own confidential and propriety business information, is important to us. We approach information security in a holistic, defense-in-depth manner, and layer security controls to strengthen our protective posture. We work diligently to safeguard our data according to applicable industry regulations and laws, as well as best practices.

While based on industry-recognized frameworks such as ISO/IEC 27001, NIST, PCI DSS, and similar others, our information security program is designed to meet the unique information security needs of the Dollar General environment, taking into account, among other things, an evolving risk climate, as well as emerging threats and technologies and related trends. Robust vulnerability and threat management programs, including but not limited to, vulnerability scanning and application and penetration testing, work to identify and react to potentially exploitable vulnerabilities that may exist in the environment. Multiple independent information security program assessments, audits, and similar activities are conducted annually by both internal and external resources.

Security training and awareness programs are integrated into our onboarding and ongoing activities. While organizations providing contingent workers are responsible for general security training and awareness of their personnel, all employee and contingent worker email account holders are included in periodic phishing testing and training activities.

We take customer cardholder data security very seriously. Strategic approaches to protecting customer cardholder information include not storing or handling customers' unencrypted full credit/debit card information, which reduces customer cardholder data exposure risk. In-store credit/debit transactions utilize point-to-point or end-to-end encryption solutions, and online (e.g., e-commerce and other digital sales channels) storefronts utilize secure, tokenized third-party credit payment services.

## SASB Index

### Activity Metrics *as of fiscal year-end*

Metric	Code	2021	2020	2019
(1) number of retail locations	CG-MR-000.A	18,130	17,177	16,278
(2) number of distribution centers		28	26	22
(1) total area of retail space	CG-MR-000.B	134,466,867	127,056,000	120,342,000
(2) total area of distribution centers		20.2 million	19.2 million	18.0 million

### Accounting Metrics

Topic	Metric	Code	Disclosure
Energy Management in Retail & Distribution	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	CG-MR-130a.1	(1) 2,788,883,930
Data Security	Description of approach to identifying and addressing data security risks	CG-MR-230a.1	<a href="#">See Data Privacy &amp; Security</a>
	1) Number of data breaches, 2) percentage involving personally identifiable information (PII), 3) number of account holders affected	CG-MR-230a.2	When public disclosure criteria are met, data breaches are included in the company's quarterly financial filings (i.e. Forms 10-K or 10-Q)
Labor Practices	(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region	CG-MR-310a.1	Dollar General does not disclose this information.
	(1) Voluntary and (2) involuntary turnover rate for in-store employees	CG-MR-310a.2	Dollar General does not disclose this information.
	Total amount of monetary losses as a result of legal proceedings associated with labor law violations	CG-MR-310a.3	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with alleged labor law violations are included in the company's quarterly financial filings (i.e. Forms 10-K or 10-Q)



Workforce Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees	CG-MR-330a.1	Management: 73.8% gender diversity, 24.4% racial diversity Non-management: 66.2% gender diversity, 36.8% racial diversity
	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	CG-MR-330a.2	When public disclosure criteria are met, monetary losses as a result of legal proceedings associated with alleged employment discrimination are in the company's quarterly financial filings (i.e. Forms 10-K or 10-Q)
Product Sourcing, Packaging & Marketing	Revenue from products third-party certified to environmental and/or social sustainability standards	CG-MR-410a.1	Dollar General does not disclose this information.
	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	CG-MR-410a.2	See <a href="#">Chemical Policy and Restricted Chemical List</a>
	Discussion of strategies to reduce the environmental impact of packaging	CG-MR-410a.3	See <a href="#">Tertiary Packaging</a> Dollar General is a member of Closed Loop Partners' Beyond the Bag consortium, working with NGOs, other retailers, and entrepreneurs to come up with viable alternatives to the single-use plastic bag