

2022

 **DOLLAR TREE** | **FAMILY DOLLAR**

# CORPORATE SUSTAINABILITY REPORT

**TWO BRANDS,  
ENDLESS POSSIBILITIES**



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Statements in this Corporate Sustainability Report and Dollar Tree, Inc.'s website regarding the company's Environmental, Social, Governance (ESG) initiatives and future operating results, outlook, growth, plans, and business strategies, including statements regarding projected savings and anticipated improvements to the company's business and ESG metrics as a result of its initiatives and programs, as well as any other statements that are not related to present facts or current conditions or that are not purely historical, constitute forward-looking statements. These forward-looking statements are based on the company's historical performance and its plans, estimates, and expectations as of May 1, 2022. Forward-looking statements are not guarantees that the future results, plans, intentions, or expectations expressed or implied by the company will be achieved. Matters subject to forward-looking statements involve known and unknown risks and uncertainties, including economic, legislative, regulatory, competitive, and other factors, which may cause actual financial or operating results, levels of activity, or the timing of events to be materially different than those expressed or implied by forward-looking statements. Important factors that could cause or contribute to such differences include execution of the company's plans and its success in realizing the benefits expected to result from its initiatives and programs, including its sustainability initiatives, and the other factors set forth in Part I, "Item 1A. Risk Factors" in the Company's 2021 Annual Report on Form 10-K, as may be amended or updated in the company's Quarterly Reports on Form 10-Q or other filings with the SEC. Except as required by law, the company specifically disclaims any obligation to update any forward-looking statements as a result of developments occurring after the date of this report, even if its estimates change, and you should not rely on statements contained herein as representing the company's views as of any date subsequent to the date of this report.

# OUR MISSION

Dollar Tree and Family Dollar are two brands dedicated to something very simple: making peoples' lives easier. Our promise is to make sure shoppers have the things they need in their everyday lives—and to create an experience that is uniquely convenient and affordable.

In fulfilling this promise to our customers, we also carefully consider how we impact the communities where we open our stores and the world in which we operate our wider business. As we work toward this mission, we are continually thinking about how we can become a more sustainable business for a better tomorrow.



## OUR MISSION

Dollar Tree is a customer-oriented operator of variety stores, focused on delivering great value and convenience to customers across North America. We operate with measured and profitable growth, empower associates to share in our opportunities, rewards and successes, and work with others in an honest and considerate way.

## OUR VALUES

We bring a can-do attitude to everything we do, and act responsibly and with integrity and courtesy within our communities. We practice sound judgment and do the right things for the right reasons. Our commitment to always show respect for each other, our communities, and the company as a whole is unwavering as we work toward fulfilling our mission.

## OUR STRATEGY

Everyone from our executive team to our associates are driven by the WINNER strategy, which guides every decision we make.

- Wow the customer
- Invest in our people
- New stores—more, better, faster
- New businesses—new growth engines
- Ensure consistent, profitable growth
- Reinvent ourselves continuously



# LETTER FROM THE CEO

At Dollar Tree, we are on a mission to provide our customers high-quality goods at great value – from affordable, everyday essentials to exciting products for celebrating life’s special moments. At the same time, we strive to be a responsible corporate citizen and to put our communities’ concerns first.



I am pleased to share our 2022 Corporate Sustainability Report, detailing the many ways Dollar Tree is positively engaging on issues important to our stakeholders – from customers, associates, and suppliers to the neighborhoods, towns and rural communities our more than 16,000 Dollar Tree and Family Dollar stores serve. We have a number of terrific initiatives under way, and invite you to read about them in this report.

In 2021, we again set a new benchmark by surpassing \$26 billion in annual sales and reconfirmed our role as a recognized leader in the value retail space. We are collectively committed to driving growth and unlocking long-term shareholder value while encouraging ourselves and others to help the world to continually be a healthier, safer and more prosperous place for all.

We have a refreshed Board of Directors and a strong management team that are focused not only on solid operational performance but also on critical environmental, social and governance (ESG) initiatives across our business. I am proud of the many accomplishments in sustainability detailed in this report, but allow me to highlight a few:

- For the first time in 2021, Dollar Tree defined and measured our baseline carbon emissions footprint, set our first-generation goals to reduce the intensity of our greenhouse gas (GHG) emissions, and prepared a formal climate disclosure report. New for 2022, we are publishing a second year of carbon footprint data to provide shareholders and stakeholders with comparable and meaningful metrics in order to better understand our progress and impact. Additionally, for the first time, we will be participating in the CDP reporting framework, responding to rising environmental concerns among our stakeholders by utilizing a trusted tool to share GHG emissions data and benchmark ourselves with peer companies.
- We have several initiatives underway to achieve a reduction in our GHG emissions intensity – for example, installing LED lighting, cool roofs and low-emissivity windows in stores. As you can read in our chapter on Environmental Stewardship, we achieved a year-over-year reduction in our calculated Scope 1 and Scope 2 emissions intensity and continue to pursue further improvements. We are also well on the way to incorporating large-scale renewable energy directly into our power needs, including a community solar project in Maine and installation of solar panels on our distribution center in Connecticut. We anticipate more exciting projects to come.
- Our people are at the center of all our accomplishments at Dollar Tree, and we understand the importance of a diverse and thriving workforce to our success. With that in mind, we have set a series of challenging but necessary diversity, equity and inclusion (DEI) goals for the company. These include establishing qualitative performance goals for executive leaders to drive our DEI efforts and developing systems to bring visibility to DEI metrics for our senior leadership and Board. We are also integrating a DEI focus across our talent life cycle activities, from hiring to development to succession planning. This DEI strategy – which includes ensuring our company operates responsibly across our supplier and customer communities – will continue to receive on-going attention and reinvestment.

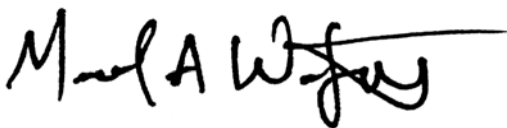
- Giving back to our communities has always been a priority for Dollar Tree. Once again, in 2021, we continued our tradition of contributing to a diverse group of local, national, and global organizations that support a variety of causes and populations, including medical research, underrepresented youths, and the families of active military members and veterans. Additionally we participated in a Day of Caring in conjunction with the United Way to encourage associates to contribute half a work day assisting charities with important causes such as food insecurity, and supporting the needs of children and the disabled and elderly.

A culture of corporate social responsibility at Dollar Tree begins at the top, and I am very pleased to report our Board has recently strengthened its oversight of sustainability issues. To emphasize the importance of ESG matters, the Board recently formed a stand-alone Sustainability and Corporate Social Responsibility Committee, which meets at least twice annually. The Committee oversees and monitors the potential or actual impacts of company policies and practices on the environment and climate, associate and customer health and safety, workplace culture and human capital management, supply chain and product sourcing, and many other areas of interest to stakeholders.

Through this annual Corporate Sustainability Report, Dollar Tree is committed to transparency and sharing important information about our activities across a broad range of ESG topics. Our focus remains on meaningful initiatives that minimize corporate sustainability risks while reducing costs and driving efficiency, which we believe ultimately ensures the creation of sustainable value for all stakeholders.

**A culture of corporate social responsibility at Dollar Tree begins at the top, and I am very pleased to report our Board has recently strengthened its oversight of sustainability issues.**

**Thank you for taking the time to learn about the positive impact that Dollar Tree is making in our communities.**



**Michael A. Witynski**  
*President and Chief Executive Officer*  
Dollar Tree, Inc.

# WHO WE ARE



At Dollar Tree, we believe that shopping should be fun—and that we have done our job when customers walk away feeling as if they have uncovered amazing items at an unbelievable value that make their lives easier and better.

The predecessor of our Dollar Tree stores was founded in 1953 as a “five-and-dime” variety store in southeastern Virginia, still home to our corporate headquarters.



From that humble start nearly seven decades ago, our business has grown into an international retailer of more than 16,000 stores across the U.S. and Canada.

Dollar Tree is known for its “thrill-of-the-hunt” shopping experience where customers discover new celebratory and seasonal items every week. We offer a range of merchandise—from household essentials and beauty items to toys and teaching supplies—primarily at the \$1.25 price point. Many of these items sell for more elsewhere, which means that our customers can stretch their dollars to get the products they need at extreme value.

Our Family Dollar “neighborhood discount stores” focus on delivering top value for family essentials with competitively-priced merchandise that generally ranges from \$1 to \$10. Family Dollar sells food and beverages, household cleaners, health aids, apparel, home decor, and more.



## SNAPSHOT OF OUR BUSINESS

Our company continues to grow while staying true to our shared mission of providing customers with fantastic value. In 2021, consolidated net sales increased to \$26.31 billion, and we ended the fiscal year with over 16,000 retail stores.

### Dollar Tree stores sell three main types of merchandise:

#### Consumable Merchandise

Everyday consumables, such as household paper, food, candy, health, and personal care items.

#### Variety Merchandise

Toys, durable housewares, gifts, stationery, party goods, and arts and crafts supplies.

#### Seasonal Goods

Holiday-specific items, such as Christmas, Easter, Halloween, and Valentine's Day merchandise.



**Our Family Dollar stores provide customers with a quality, high-value assortment of basic necessities and seasonal merchandise. We offer competitively-priced national brands from leading manufacturers alongside name brand equivalent-value, lower-priced private labels:**

- Consumable Merchandise: Food and beverage, pet food and supplies, hardware and automotive supplies, paper products, and household chemicals.
- Home Products: Housewares, giftware, bed linens and home decor.
- Apparel and Accessories Merchandise: Clothing, fashion accessories, and shoes.
- Seasonal and Electronics Merchandise: Holiday items, party supplies, and personal electronics such as prepaid cell phones and services.

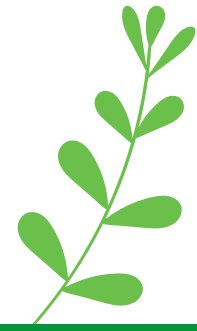
**We continue to roll out innovative and exciting offerings to better serve our customers, including:**

- Dollar Tree Plus, which provides Dollar Tree customers with even greater deals at the \$3 and \$5 price points
- Our combination “Combo” store format, bringing the best of both brands together under one roof
- Expanding our offerings online at [www.DollarTree.com](http://www.DollarTree.com) and [www.FamilyDollar.com](http://www.FamilyDollar.com)
- A great partnership with Instacart® providing customers with same-day delivery options



# OUR ESG JOURNEY

ENVIRONMENTAL – SOCIAL – GOVERNANCE



From its founding, Dollar Tree has operated its business with integrity and concern for others. The company is focused each day on promoting a welcoming and safe environment for its customers and associates.

The principles that guide Dollar Tree are ingrained in its people and its operations. From the safety of the products it sells to its concern for the individuals who make them, Dollar Tree strives to stay focused on these values.

From an initial focus on customer and associate welfare, our vision has widened over the decades to encompass concerns of the communities where we work and live. Among our earliest efforts involved developing standards for the products we sell -- what goes into making them and how our vendors and supply chain can promote a safer, more equitable world.

As the company grew, our customers and our shareholders were asking for more details about our efforts across a range of sustainability topics. This led us to produce our first corporate report on environmental, social and governance (ESG) topics over a decade ago, providing a consolidated source for information about Dollar Tree's operations as they relate to environmental issues, social impact, and corporate governance. The report is now updated annually.

Our Corporate Sustainability Report has considerably expanded over time to highlight the company's evolving response to many areas of stakeholder interest. One topic of significant increasing focus is climate change and the effect of greenhouse gas (GHG) emissions on the planet. In 2020, for the first time, Dollar Tree partnered with independent experts to define and measure its carbon emissions footprint, to set long-term GHG emissions goals, and to prepare a formal climate disclosure report. These efforts resulted in a



comprehensive disclosure of our GHG emissions across our value chain and emissions reductions efforts contained in our 2021 Corporate Sustainability Report.

The current Corporate Sustainability Report you are reading expands upon these 2021 climate-related disclosures. For the second year now, we are publishing carbon footprint data to provide shareholders and stakeholders with comparable and meaningful metrics in order to better understand our progress and impact. In addition, for the first time, we will be participating in the CDP reporting framework, responding to rising environmental concerns among our stakeholders and making our climate change management approach more transparent. Over the coming months and years, we will further develop our goals and disclosures around environmental sustainability in response to our continued analysis and learning around climate change impacts and renewable energy initiatives, anticipated governmental and regulatory requirements, and the demonstrated strong concerns of our customers and shareholders.

In addition to climate and environmental concerns, our customers, communities and associates also face social challenges. We were moved by the renewed calls for social justice and racial equity sparked by the senseless deaths of George Floyd and other Black men and women. In response, we considered the impact of systemic racism and injustice on the communities we serve and reassessed the daily safety and security needs of our customers and associates. In 2021, we have enhanced our identification, management, and disclosure of key risks relating to diversity, equity and inclusion (DEI), and ESG issues more broadly. This report entails our key ESG efforts and progress in 2021.



We were driven not only by a desire to calculate and mitigate, but also by the promise that our efforts could make a real difference and set us on a path to a brighter future. Inside our headquarters, the expanding scope of sustainability reporting has been matched by ever increasing management attention to these issues and oversight by our Board of Directors. Through our recently formed DEI Executive Council, senior leaders can advocate for strategies to promote and embrace diversity, ensure fair treatment, and enable everyone—across the communities we serve, our associates, and our customers and vendors—to feel

welcome and have equal access to opportunities and resources. To help measure our efforts, we are continuing to expand our social disclosures, providing more transparency around the racial, ethnic, and gender makeup of our workforce and customer base.

In order to reflect its view that sustainability, as a category of business risk, deserved special attention, the Board of Directors first established explicit oversight responsibilities (via a committee) in 2019. Expanding on the growing range of ESG topics deserving focus, the Board of Directors recently centralized this oversight in a stand-alone Sustainability and Corporate Social Responsibility Committee. This committee is primarily responsible for monitoring and evaluating the company's sustainability and ESG risks, including environmental, human rights, labor, health and safety, workforce diversity, supply chain and similar matters affecting company stakeholders. Other committees participate in overseeing related risks, including the Audit Committee which plays a key role in the assessment of risks relating to information security and data privacy, the Compensation Committee which monitors risks relating to our compensation policies and practices, and the Nominating and Governance Committee which oversees corporate governance matters.

At Dollar Tree and Family Dollar, our passion has always been to bring incredible value to customers who need it the most. Our more than 200,000 associates live and work in the very same communities where we “serve the underserved” every day. The challenges presented to our associates, customers, and communities in recent years gave us a new lens through which to view ESG concerns that impact us all, and that perspective influences the way we operate and how we engage with our stakeholders. This 2022 Corporate Sustainability Report, and the work that underlies it, continues the latest phase in our journey to improve our processes and disclosures around significant corporate ESG initiatives, particularly DEI and climate change, and deepens our commitment to help create a safer, better, and more sustainable tomorrow.

# ENVIRONMENTAL STEWARDSHIP



As a large retailer, our vision is to positively impact the lives of our customers and associates as well as the communities in which they live and work. We understand our business is dependent on the health of the environment and limited natural resources. The protection of the environment is a priority for Dollar Tree, and we are committed to reducing our impact on the environment and the impact of climate change on our business. We are focused on improving the efficiency of our operations and continuing to identify opportunities to use less energy and fewer natural resources.



## **Our current Environmental Policy commitments include the following:**

- Reduce our environmental impact and plan for potential impact of climate change and other environmental risks pertinent to the business
- Upgrade our operations to use more energy-efficient systems
- Partner with suppliers that also work to reduce their environmental impact
- Communicate our commitments and progress to our stakeholders

Our commitments are applicable to all areas of our business, including, but not limited to retail stores and distribution center construction, renovation and maintenance, merchandise transportation, energy and water usage, education of our associates, supplier selection and expectations, waste management, and product selection and packaging.

To ensure the successful integration of our environmental strategy, in 2020 we established an executive Sustainability Committee which consists of leaders from key departments who provide leadership and oversight of the management of our environmental impacts and report on our progress to the Board of Directors. In 2022, the Board took additional steps to strengthen this oversight by establishing a

new Board committee, the Sustainability and Corporate Social Responsibility Committee, that will assist the Board in its oversight of the company's sustainability and ESG risks and strategies, including those related to environmental and social issues.

## Climate Change

Climate change may impact our business in several ways – from operations to supply chain to product offerings. We are working across our operations and with suppliers to respond to climate change by increasing efficiencies, lowering our impact and building resilience. In 2021, we invested \$34M in creating energy efficient stores and facilities to lower our energy consumption, emissions and costs. Within our supply chain, we are optimizing our transportation and waste reduction initiatives and engaging suppliers on their emission reduction initiatives.

In 2021, we implemented several key initiatives improving the data management and reporting of our emissions. In line with the Greenhouse Gas (GHG) Protocol Scope 3 guidance<sup>1</sup>, we performed a company-wide Scope 3 screening. This screening, based on calendar year 2020 data, allowed us to identify which categories across our value chain should be included in our greenhouse gas footprint. Additionally, we developed a GHG emissions Inventory Management Plan (IMP) that standardized our GHG emissions footprint measurements and monitoring processes. The documented IMP will allow us to report and improve upon these metrics year-over-year. We will be responding to the CDP 2022 Climate Change questionnaire, which captures our 2021 GHG footprint as well as detailed information about our processes for governing, identifying, assessing and managing climate-related risks and opportunities. Our climate change management approach is guided by the recommendations from the Task Force on Climate-related Financial Disclosures (TCFD). You can learn more about TCFD and our approach in [Appendix B](#).

## Our Carbon Footprint and Progress

In 2020, we prepared a comprehensive GHG inventory to establish an initial baseline and outline strategic reduction opportunities. Our GHG inventory follows the World Resources Institutes' (WRI) GHG Protocol Corporate Accounting and Reporting Standards to calculate metric tons of greenhouse gas emissions (mt CO<sub>2</sub>e) of Scope 1, Scope 2 and select Scope 3 categories. We are pleased to present our progress in 2021 on our climate goals and the results of our Scope 3 value chain emissions screening. Our goals allow us to track our progress on a comparable basis while acknowledging our planned growth through construction of new facilities and changes in our business.

CLIMATE GOALS	PROGRESS
<b>SCOPE 1 AND 2 EMISSIONS</b>	
In 2022, all new stores will meet our In-Store Energy Efficiency Standard	We continue to roll out our In-Store Energy Efficiency Standard and increase our building portfolio of highly efficient stores.
By 2031, we will reduce Scope 1 and 2 emissions by 25% per square foot across our retail stores, distribution centers, and Store Support Center	In 2021, we decreased Scope 1 and 2 emissions by approximately 11% per square foot across our retail stores, distribution centers and Store Support Center
<b>SCOPE 3 COMMITMENT</b>	
We target 75% of our supplier spend to be with companies that have measurable greenhouse gas reduction or renewable energy targets by 2031	38% of our 2021 supplier spend is with companies that have measurable greenhouse gas reduction or renewable energy targets

<sup>1</sup> Scope 3 Calculation Guidance | Greenhouse Gas Protocol ([ghgprotocol.org](http://ghgprotocol.org))

## Energy and Greenhouse Gas Emissions

Our energy and GHG emissions are derived from our energy consumption across our retail stores, offices and distribution centers, and the emissions associated with the production of goods we sell and the transportation of those goods from our suppliers to our stores. We aligned our GHG emissions with the GHG protocol scope definitions. Across all three scopes, we improved our calculations by relying on actual consumption data through increasing data availability and collaborating with our suppliers, especially around fugitive emissions.

### Our Operational Footprint – Scope 1 and 2

Based on the GHG Protocol, we have employed the operational control approach to define our emissions' operational boundary. Our operational energy and GHG emissions footprint are a measurement of our U.S.- and Canada-based facilities, including over 16,000 retail stores, 28 distribution centers, our headquarters, known as the Store Support Center (SSC), and our Summit Pointe mixed-use development<sup>2</sup>. Our total Scope 1 and 2 emissions per million dollars in revenue was 47 mt CO<sub>2</sub>e/\$M revenue, which is an 18% reduction in comparison to 2020.

**Scope 1:** Our emissions in this category are inclusive of our transportation vehicles (i.e., leased vehicles and distribution center equipment), backup generators, the refrigerant in our freezers and coolers used in retail stores, coolant used in the HVAC systems in retail stores, natural gas used in retail stores, distribution centers and SSC, and propane gas used in retail stores and distribution centers. Scope 1 emissions account for 17% of our total operational footprint (Scopes 1 and 2) and 3% of our total footprint (Scopes 1, 2 and 3).

**Scope 2:** Within this category, our emissions are from the purchased electricity used in our retail stores, distribution centers and SSC and purchased steam used in several retail stores. Our Scope 2 consumption accounts for 83% of our overall operational footprint and 14% of our total footprint.

The intensity of our Scope 1 and 2 Market-Based Method (MBM) emissions per square foot decreased approximately 11% between 2021 and 2020. Our energy-efficiency initiatives in our facilities and operations drove this result.

GHG EMISSIONS CATEGORY	2020 (BASELINE) MT CO <sub>2</sub> e	2021 MT CO <sub>2</sub> e	PERCENTAGE CHANGE
Scope 1	239,704	212,403	-11%
Scope 2 (MBM)	1,111,385	1,035,337	-7%
Total Scope 1 & 2 (MBM)	1,351,089	1,247,740	-8%
Total Scope 1 & 2 (MBM) per square foot	0.0076	0.00681	-11%
Total Scope 1 & 2 (MBM) per \$M revenue	57	47	-18%

<sup>2</sup> Summit Pointe is a mixed-use urban community in Coastal Virginia around Dollar Tree's headquarters. The 69 acres of real estate is still under construction and is in Chesapeake's Central Business District. The development became operational in 2021 and is focused on attracting local talent.

Since our first GHG data identification and collection process, we have been able to further collaborate with our suppliers to gather increasingly accurate data, which has replaced previous estimations. We are optimistic that as we continue to further refine our data gathering efforts, we will be able to confidently demonstrate our Scope 1 emissions reductions in future reports.

Over the past year, we have focused on the upgrade of our retail facilities to use more energy-efficient systems. This has contributed to a measurable decline in our Scope 2 emission intensity. By implementing our In-Store Energy Efficiency Standard, we are confident that we will continue to decrease our Scope 1 and Scope 2 emissions intensity even as we continue to expand our retail networks.

### Our Value Chain Emissions – Scope 3

Our Scope 3 emissions, or value chain emissions, are a result of our activities that occur from sources not owned or directly controlled by us. To better understand and manage our Scope 3 emissions sources, in 2021 we conducted a quantitative assessment of Scope 3 categories based on the WRI Scope 3 evaluator tool.<sup>3</sup> This comprehensive assessment indicated that the following categories are material to our emissions: Category 1: purchased goods and services, Category 4: upstream transportation and distribution, Category 11: use of sold products and Category 12: end of life treatment of sold products. The Scope 3 categories reported as part of our total emissions in 2021 include only purchased goods and services, upstream transportation and distribution, and business travel.

As we develop our reporting capabilities, we will continue to monitor and improve on our reporting of other material category sources, such as the use of sold products and end of life treatment of sold products, based on data availability and our level of influence.

**Calculated Scope 3 emissions represent 83% of our total 2021 GHG footprint.**

SCOPE 3 GHG EMISSIONS CATEGORIES	2021 MT CO <sub>2</sub> e
Purchased goods and services	5,469,787
Upstream transportation and distribution	706,312
Business travel	2,492
<b>TOTAL</b>	<b>6,178,591</b>



<sup>3</sup> Scope 3 Evaluator tool | Greenhouse Gas Protocol (ghgprotocol.org)

**Purchased goods and services:** Emissions in this category are upstream emissions from the extraction to the production of products purchased. Products comprise merchandise and non-merchandise goods and services purchased for our operations. In 2021, the top five largest product categories by emissions are:

**Upstream transportation and distribution:** These emissions are a result of fuel used by transportation and distribution carriers, who move our products from our suppliers to our distribution centers and retail stores<sup>4</sup>. We strive to conserve fuel, reduce travel time and decrease the number of trucks on the road. We capitalize on technological efficiencies to improve our store delivery networks and increase utilization of trailer space. In 2021, we achieved approximately 16% reduction in comparison to our 2020 baseline for upstream transportation and distribution associated emissions.

**Business travel:** Associated emissions are from business travel on airplanes, hotel stays and use of rental cars. In 2021, the emissions associated with this category increased as more business travel restrictions from the pandemic were reduced. However, this category of our value chain emissions still represents a small percentage of our emissions and is monitored due to its relevance and our ability to influence it.

PRODUCT CATEGORY	SCOPE 3 EMISSIONS
<b>Sugar, candy, and chocolate</b> (Candy, chocolates, gum, mints, seasonal candy)	<b>11.8%</b>
<b>Snack foods</b> (Chips, pretzels, puffs, popcorn)	<b>10.3%</b>
<b>Frozen food</b> (Frozen pizzas, smoked meats, egg products, fruit, pies)	<b>9.3%</b>
<b>All other foods</b> (Canned goods, baking goods, breakfast food)	<b>8.6%</b>
<b>Paper products</b> (Paper products, paper goods, giftwrap, calendars, giftbags, office supplies, seasonal décor)	<b>6.8%</b>

### GHG Reductions in our Operations and Value Chain

Through our store and distribution center initiatives, we continue to drive energy efficiency measures and implement improved fugitive emissions management practices. We plan to facilitate change across our value chain by collaborating with our suppliers to decarbonize key value chain emissions.

We reduced our energy consumption and emissions across our enterprise through the following programs: LED program, Energy Management System, Freezer and Cooler upgrades, High efficiency HVAC upgrades, Insulation initiatives, Battery technology, Transportation Optimization Software, Backhaul miles program, SmartWay shipping, and Electric Vehicle charging stations.



<b>RESULTS OF 2021 COMPLETED ENERGY AND EMISSIONS REDUCTION INITIATIVES</b>	<b>Energy saved from selected programs</b>	121,140 MWh energy savings
	<b>Estimated annual savings</b>	\$13 million

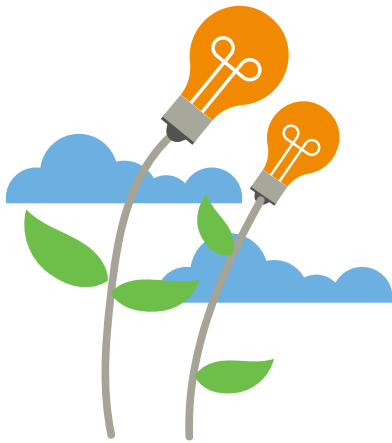
<sup>4</sup> This includes the following sub-categories of transport: transport between our suppliers and distribution centers, transport between our distribution centers and retail stores (also known as outbound transport) and imports, or international shipments, that move our goods from international ports of origins to our distribution centers in the U.S. and third-party facilities in Canada.

## Our Scope 1 and 2 Reduction Initiatives

In 2020, we identified electricity consumption as the largest component of our operational footprint (Scopes 1 and 2). We strive to decrease our electricity consumption annually, ultimately reducing our impact and bottom line. In tandem with our Dollar Tree In-Store Energy Efficiency Standard, we are focused on improving our energy efficiency to reduce our direct operational footprint.

### Dollar Tree In-Store Energy Efficiency Standard

For 2021, we continued to roll out our In-Store Energy Efficiency Standard. We will continue to increase our building portfolio of highly efficient stores and have budgeted for all new stores, relocations or expansion projects to adopt the Standard beginning in 2022. The standard incorporates the following elements, where feasible:



We will continue to increase our building portfolio of highly efficient stores and expect all new stores, relocations or expansion projects will adopt the Standard beginning in 2022.

- ✓ Stores will be equipped with LED lighting.
- ✓ For our new roofs or roof replacements, stores will have a cool roof system, which has a higher solar reflectance than standard roofs.
- ✓ Glass will be low-emissivity (Low-E) glass.
- ✓ Stores will be equipped with low energy hand dryers.
- ✓ Stores will be equipped with motion detected occupancy sensors in restrooms.
- ✓ Energy management systems (EMS) will be installed at all stores.
- ✓ New or replacement HVAC units will be high-efficiency units where available.
- ✓ New or replacement building insulation will meet or exceed the required International Energy Conservation Code.
- ✓ Stores will install a cardboard baler or participate in municipal cardboard recycling where available.
- ✓ Stores will install a non-electric drink fountain when a new or replacement fountain is required.
- ✓ Programs to reduce water consumption and product or chemical waste.

### LED Program

We require all new stores to have LED lighting and have implemented this across 660 new stores in 2021. In addition, over the last several years we retrofitted 11,888 sites with LED lighting. As of 2021, 88% of retail stores and four distribution centers are equipped with LED lighting. In 2022, we have up to 1,800 LED retrofits planned for retail stores with an anticipated energy savings of approximately \$10M per year, or approximately \$5,500 per store. Once this program is completed, 100% of our retail stores interiors will be outfitted with LED lighting. In addition, we plan to retrofit up to six additional distribution centers with LED lighting in 2022. By 2025, we aim to have all distribution centers retrofitted.

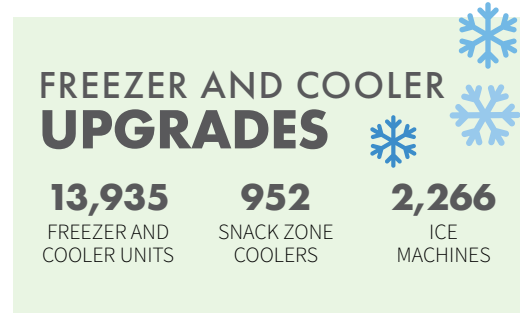


## Energy Management System (EMS)

For more than 20 years, we have invested in energy management systems that provide higher control over our energy consumption and reduce unnecessary electricity use. The energy management systems across our stores allow us to optimize temperature, lighting schedules and demand responses. To further reduce energy requirements for climate control and lighting operation, EMS hardware upgrades were implemented in 15,988 stores in 2021. We are continuing these efforts into 2022 with 800 additional EMS retrofits planned with an anticipated energy savings of \$1.4M per year. Together with our LED program and SSC Lighting Schedule adjustments, a result of our EMS integration, we anticipate these projects to further reduce our energy consumption per square foot intensity.

## Freezer and Cooler Upgrades

Our freezer and cooler maintenance management program ensures our compliance with EPA regulations to collect and dispose of refrigerant appropriately. We recognize refrigerants' impact on the climate and are committed to the highest maintenance practices. We are implementing a refrigeration and cooler upgrade initiative to replace less efficient coolers and freezers by shifting to refrigerants with less of an environmental impact throughout our retail operations. As of 2021, we upgraded 13,935 freezer and cooler units, 952 snack zone coolers, and 2,266 ice machines and removed an additional 6,080 units across all our facilities. We are also assessing the deployment of a formal tracking system to improve our refrigerant tracking and management.



## High-efficiency HVAC Upgrades

We have been investing in energy-efficient HVAC units, which have variable speed motors to save energy and prolong equipment life. Over the last three years we upgraded the HVAC units in approximately 800 retail stores. In 2022, we are planning 800 full HVAC replacements with an estimated savings of \$2.7M annually. We are also planning to implement a formal annual HVAC replacement program.

## Insulation-related Initiatives

**Cool Roofs:** Cool roofs have a higher solar reflectance than standard roofs. Cool roofs allow us to reduce cooling demand, increase indoor comfort and extend roof lifespans. These roofs are especially advantageous for our warm climate sites, reducing peak electricity demand that can prevent power outages. We have installed 57 cool roofs at new retail stores in 2021, adding to approximately 150 existing stores with cool roofs.

**Low-Emissivity (Low-E) Glass Systems:** Low-E glass is treated with a surface coating that reflects heat, while allowing light to pass through. This treatment minimizes cooling demand by reflecting solar thermal energy and maintaining internal building temperatures. In 2021, we opened approximately 200 new stores incorporating low-E glass systems.

**International Energy Conservation Code (IECC):** In 2021, 122 new stores complied with the IECC commercial buildings energy efficiency provisions for buildings' envelope. The code helps us to reduce energy consumption and emissions by implementing several insulation best practices.

## Battery Technology

In 2020, we introduced centralized watering in the forklift batteries to improve temperature control, extend battery life and ensure associates' health and safety. Additionally, we rolled out battery management software for forklift batteries to ten distribution centers in 2020. Based on our successful rollouts, we have now expanded this implementation across our distribution centers. These two technology updates allow us to increase battery life and efficiency, reducing energy usage and GHG emissions.

## Our Scope 3 Reduction Initiatives

Scope 3 emissions include emissions from the sourcing, processing and transport of products, the distribution of our products, and the way that our products and their packaging are used and discarded. We understand the importance of identifying GHG emission hotspots throughout our upstream and downstream value chain. We plan to reduce these indirect emissions by influencing our supply chain and regularly engaging with our suppliers to understand their climate-related strategies, including GHG goals and renewable energy targets, climate risks and opportunities. Our methodology consists of using publicly available resources from our suppliers and directly engaging with suppliers, when publicly available sources on their emissions and renewable energy goals are unavailable. Our supply chain engagements are focused on transportation and packing emissions contributions.

For additional information about our supplier engagement, please see the Product Sourcing, Product Safety and Engaging with our Supply Chain sections of this report.

### Transportation Optimization Software

To reduce emissions from trucking, we optimize full truckloads to decrease miles driven and fuel consumed. Our state-of-the-art software maximizes the cargo utilization of each trailer shipped and therefore supports reducing total miles driven and the associated emissions.

### Backhaul Miles Program

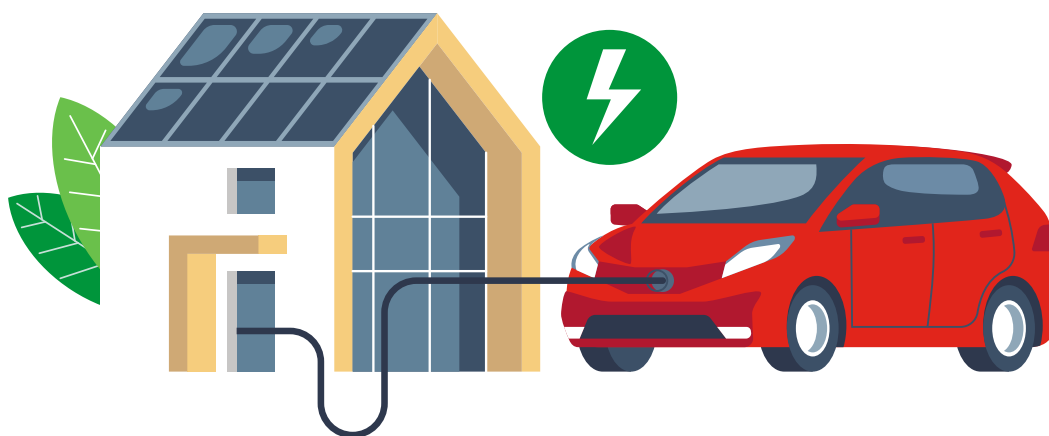
This program regularly reviews our delivery schedules and coordinates with our transportation providers to reduce the number of trucks that travel to and from distribution centers. The program implements measures to reduce empty return trips, merge store deliveries and maximize vehicle sizes. In 2021, 34 new stores enrolled in the program expanding our total participating stores to 1,892. For every backhaul mile, we saved an additional mile of empty truck drive back to our distribution centers. In 2021, we had 5.4 million backhaul miles, the equivalent of approximately 7,668 mt CO<sub>2</sub>e of avoided emissions.

### SmartWay Shipping

Since 2013, we have participated in the U.S. EPA's SmartWay Shipper Performance Program, which seeks to incentivize the reduction of transportation-related carbon emissions. This program enhances our supply chain sustainability by measuring, benchmarking and improving freight transportation efficiency. In 2020, the most recent reporting year, 100% of our truck shipping was completed using EPA SmartWay-certified carriers.

### Electric Vehicle (EV) Charging

To encourage our employees to use more sustainable transportation options, we have installed 12 electric vehicle charging stations at the SSC garages. These stations enable our employees to reduce their emissions and charge their vehicles conveniently. We are evaluating the feasibility of installing EV charging stations at Dollar Tree and Family Dollar stores in the future.



## Planned Emissions Reduction Initiatives

### Renewable Energy

We are evaluating the integration of renewable energy into our emissions reductions strategy and have approved several key initiatives to generate renewable energy. Currently, we are piloting a solar installation at one of our distribution centers. This project is estimated to be completed in early 2023 and will generate 3,000 kW of renewable energy annually, approximately two-thirds of the distribution center's current usage. The generated Renewable Energy Certificates (RECs) will be sold to the local utility company. In addition, later this year, we expect to begin purchasing solar-generated electrical energy from a Maine Community Solar project.

We are pursuing additional renewable energy projects, such as the installation of solar panels at our SSC parking garages or distribution centers and purchasing renewable electricity from state and local programs.

### Buildings' Energy Efficiency

We are pursuing green buildings certifications such as Leadership in Energy and Environmental Design for Operations and Management (LEED O&M) for certain existing buildings, and we have achieved the Energy Star certification for select stores.

### Waste and Water

Waste management is an important issue, and we are working to implement processes to manage and reduce waste generation in our operations and through our supply chain. We have instituted several programs to divert waste from landfills and reduce the life cycle impacts of our products and their packaging. While water is not a significant area of impact for us, we recognize the importance of water conservation and have implemented initiatives to reduce water use where we have operational control on irrigation.

## Waste Initiatives

**Battery Recycling:** We seek out suppliers that implement a circular design for their products, and since 2017, we have partnered with Crown Battery, who offers a closed-loop solution for our forklift batteries. All new batteries purchased in 2021 contained recycled lead from our old batteries.

**Recycling and Packaging:** As a responsible retailer, we manage and where feasible recycle, which includes cardboard, plastic, fibers, rubber, metals, glass and organics, in select stores and distribution centers. In alignment with our In-Store Energy Efficiency Standard, we installed cardboard balers in 54 new stores throughout 2021, totaling 1,941 stores with balers and enabling us to recycle 364,128 tons of cardboard.

In 2021, we launched several new 'reuse' initiatives, diverting byproducts from landfills and integrating recycled materials into our packaging like plastic totes, plastic pallets and forklift wheels. Over 450 thousand pounds of plastic from totes and pallets were sent back to the manufacturer, who reused them to produce new products for us with 20-30% recycled material. In addition, we reuse the metal rims of outdated forklift wheels and recycle the rubber.

In 2021, our landfill diversion of non-hazardous waste was approximately 64% due to our recycling and composting efforts.



2021 DIVERSION OF NON-HAZARDOUS WASTE (TONS)		
	RECYCLED	COMPOSTED
Corrugated Cardboard	364,128	-
Plastic	644	-
Organics	-	2.1
Other (mixed metal, pallets, soft mixed paper, wood)	53,803	-
<b>Total waste diverted in 2021</b>	<b>420,680</b>	

Throughout 2022, we plan to expand our recycling initiatives to our SSC and several distribution centers.

### Water Initiatives

**Water irrigation:** We maintain control over irrigation at 30% of our stores and are piloting an initiative to employ smart irrigation controls in alignment with weather patterns to reduce water consumption. For new construction sites, we have integrated sustainable landscaping (i.e., xeriscaping) to reduce water demand with native vegetation and will investigate utilizing reclaimed water (gray water) for irrigation at certain sites. In addition, we are installing separate irrigation meters for better monitoring and management.



# A COMMITMENT TO OUR PEOPLE

GREAT PEOPLE MAKE A GREAT COMPANY



Dollar Tree serves thousands of communities across North America through the hard work and dedication of more than 200,000 associates working at our stores, distribution centers and Store Support Center (SSC). We strive to support our associates in the work that they do and the communities in which they live. We believe that our associates are the key to our success.



At Dollar Tree, our associates are given equal opportunities to grow and build meaningful careers; no matter the position, no matter the location. We value diversity, equity and inclusion and we are making big strides to create an environment that supports our values. Through community and employee engagement we are continually assessing our programs and benefits to invest in our team's potential. We are committed to providing our associates with robust benefit plans and programs that address physical, mental, social and financial wellness.

## CAREER GROWTH AT DOLLAR TREE

Dollar Tree is growing and so are the careers of our associates. In 2021, more than 48,000 associates were promoted into new positions within the organization. With over 16,000 stores and plans to open hundreds of stores annually, we continually provide career training and development, and flexible part-time and full-time career opportunities.

## COMPETITIVE COMPENSATION AND BENEFITS

We are committed to providing competitive pay for all positions. We are a pay-for-performance organization, offering performance-based compensation opportunities at nearly all levels of the organization. For example, both Dollar Tree and Family Dollar have a monthly Store Manager Bonus Program that rewards store managers for exceptional performance.

We are also committed to our policy of gender and racial pay equity as an important part of our mission. We are determined to offer quality benefits on an equitable basis to ensure our associates have meaningful, inclusive, and affordable choices that fit their personal needs. By supporting our associates' health and wellness, we believe we are setting up our teams for success.

### Physical and Mental Health

**Virtual Medical Visits:** The company's medical coverage allows for associates to seek medical care from the comfort of their homes for a variety of non-emergency medical conditions.

**Dental & Vision:** Associates have the freedom to choose from a multitude of providers, with access to additional perks outside of traditional coverage.

**Parental Leave & Primary Caregiver:** Parental Leave provides two weeks paid time off (at 100% pay) for either parent. Primary Caregiver Leave provides up to four weeks paid time off (at 100% pay) for eligible associates who are the primary caregiver for newborns or adopted children. Associates are eligible to receive both leave benefits, for a total of six weeks. Associates can also extend their leave for additional time off through the Family Medical Leave Act.

### REAL APPEAL

Our wellness benefits include a subscription to Real Appeal® - the online weight-loss program that provides exercise programs, diet educational resources and an online coach.



**Wellness Program:** We support our associates in achieving personal goals such as weight loss, eating healthy, and tobacco cessation. We also have programs that can help them manage chronic health conditions. We offer a wellness incentive and a free virtual physical therapy resource.

**Employee Assistance Program:** Every associate is a unique individual. We have partnered with a national benefits provider to support both our full and part-time associates through life's challenges with a central resource

for the many services that are needed at each life stage. The employee assistance program helps our associates to connect with clinicians, counselors, mediators, lawyers, financial advisors and other resources to address a variety of needs, including parenting and family issues, caring for aging parents, coping with grief, and resiliency skills training.

### Financial Health

**401(k):** We offer a company sponsored 401(k) plan for full and part-time associates. Full-time associates can participate in the 401(k) plan 30 days after the date of hire and part-time associates can participate after completing one year of service and 1,000 hours of work. After one year of service, the company will match the first 5% of each associate's 401(k) contributions.

**Stock Purchase Program:** We help associates build wealth through the Dollar Tree Employee Stock Purchase Program (the "ESPP"). The ESPP provides an opportunity for associates to purchase Dollar Tree stock (NASDAQ: DLTR) at a 15% discount off the market price. All full-time and part-time associates are eligible to participate in the ESPP after their first three months of employment.

### Equal Opportunity for Career Growth

Among Promotions in 2021

**52%**  
were Minorities

**75%**  
were Women

**Reimbursement & Spending Accounts:** Associates are able to save pre-tax dollars on health care, dependent care, and commuter expenses.

**Pay Any-Day:** This voluntary benefit allows associates to advance their payday earnings for flexibility on meeting their bills and expenses.

## INVESTING IN OUR ASSOCIATES

### Learning & Development

We are committed to building a culture of learning, one that allows our associates to grow their skill sets regardless of where they are in their career or whether they work in a retail store, distribution center, or Store Support Center. We do this by offering a variety of general and job-specific training programs, including virtual opportunities that focus on leadership development, communication skills, and computer training.

**ValuED – Education Assistance:** We partner with Bright Horizons EdAssist Solutions®, a leading provider of employee education and development, to bring our associates an enhanced education reimbursement program supporting English as a Second Language and Spanish language courses, GED (General Educational Development), Associate’s, Bachelor’s, Master’s, and Doctorate degrees. Associates accepted into the program may be reimbursed up to \$3,000 in a calendar year for degree programs and \$1,000 in a calendar year for GED/language courses. Hundreds of associates have already taken advantage of this benefit and the company is reviewing more applications in 2022.

**Company Scholarship Program:** The Company Scholarship Program is open to children of U.S. Associates who are high school juniors preparing for college. The scholarship program provides \$1,000 per year for up to four years of college for each scholarship recipient. In 2023, the Company is increasing the number of scholarships from 10 to 20 students.

**iLearn 2.0:** We deliver ethics, compliance and skills training through our enhanced computer-based learning management system called iLearn 2.0. Using iLearn we deliver onboarding training to all new associates during the first 90 days at the company. Store managers receive important training on how to run a brand-standard store using the interactive iLearn 2.0 training system.

## NEW FOR 2022

### Increased Education Assistance

In 2022, we increased our investment in ValuEd, our education assistance program. ValuEd offers associates tuition reimbursement, personalized education coaching, college application support, financial aid application assistance and discounted tuition at over 200 colleges and universities.



In 2022, we also doubled our college scholarship program. We partnered with the National Merit Scholarship Corporation to offer to our associates a scholarship program for their teenage children. The scholarship program offers twenty scholarships that will provide \$1,000 per year for up to four years of college for each scholarship recipient.



### Dependent Care Spending Account Match

To support associate childcare needs we introduced a company matching contribution program whereby the company will match up to \$300 per year for childcare expenses incurred by eligible associates. All full-time associates that make less than \$100,000 are eligible for this benefit.

### Increased our Wellness Incentive

To support the overall health of our associates, we doubled the incentive to \$400 per individual and \$800 per family, for each associate who completes the annual wellness screening as part of enrollment in the Consumer Directed Health Plan.



**Virtual Classroom:** In 2021 during the COVID-19 travel restrictions, the company continued to provide live group trainings using an interactive virtual classroom for programs such as the Model Store Trainer (MST) certifications.

### Associate Relief Fund

This fund offers financial grants to those associates who experience extreme financial hardship due to unexpected events such as natural disaster, family loss, illness, or family-member job loss.



**SNAPSHOT OF SUPPORT** Over **\$600,000** in support provided to **528 associates** in the second half of 2021

“

**Hurricane Ida caused a lot of hardship during the recovery process... I was out of work for almost a month without pay. I would like to thank the Associate Relief Fund because I don't know what I would have done without this grant.**

2021 Associate Relief Fund Recipient

## OUR FAIR LABOR POLICIES

Our policies are designed to uphold our ethical standards and protect our associates and customers. The following is a list of our key policies to guide ethical conduct, govern our operations and foster our culture.

- Code of Ethics
- Health and Safety
- Leave of Absence
- Open Door Policy
- Accurate Time Keeping & Pay
- Hours Worked and Overtime
- Equal Employment Opportunity
- Conflicts of Interest
- Prohibition on Insider Trading
- Proprietary and Confidential Information
- Protection of Personal Information
- Protection of Medical Information
- Disability and Other Accommodations





## Human Rights Policy

Dollar Tree and Family Dollar respect the human rights and dignity of all workers in not only our retail stores, distribution centers, and SSC but also across our international supply chain. We require all vendors to comply with our Code of Vendor Conduct, and we will not conduct business with factories that do not respect basic human rights. Furthermore, Dollar Tree partners with independent third-parties who conduct social compliance audits of its new and existing direct import vendor facilities. The social compliance audits are unannounced and include inspections of the facilities, documentation review, and private interviews of the workers. We are dedicated to the elimination of forced labor, child labor, and discrimination in employment of any kind.

For more information, you can view our Code of Ethics, Code of Vendor Conduct, and California Transparency in Supply Chains Act statement on our website.

California Transparency in Supply Chains Act >

Code of Vendor Conduct >

Code of Ethics >

## OUR FOCUS ON SAFETY

At Dollar Tree and Family Dollar, the safety of our customers and associates, the sanitation of our stores and distribution centers, the quality of our products, and the standards of our operations are an essential part of our mission. These are non-negotiable and every one of our associates, regardless of position or level, is empowered to take action to maintain our standards of safety and quality. Creating a culture of safety is something the company takes very seriously. We have established a safety program to promote accident prevention and achieve a safe working environment for our associates and all of our associates participate in training during work hours.

We also care about the physical security of our associates and our customers while they are on the job or shopping. We recognize that our stores represent an investment in some neighborhoods many other retailers will not serve, provide essential, affordable items at convenient, close-to-home locations and create jobs, career paths and economic vitality while partnering with community leaders to support economic and social growth. Alongside that investment, we have invested millions of dollars in site safety, store safety protocols and remote monitoring.

The safety of our associates and our customers is critical, and we tailor our store operations, safety and security protocols for each store. We work with, and support, local law enforcement, to continuously improve our processes, enhance our protocols, and mitigate risks. We also hire third-party security guards as another layer of safety in certain stores, and we partner with ADT® Commercial for comprehensive and innovative security solutions and real-time video monitoring services in stores across the U.S. Dollar Tree deeply understands the concerns about the changing nature of our shared communities, and we are always looking for new ways to help our neighborhoods be healthier, safer, and more prosperous.

“

**As an organization that serves millions of households across North America, we are committed to helping families' live better lives by providing quality products at affordable prices. Our customers rely on us to deliver these products safely while maintaining high operational and quality standards. This brand standard, which should never be compromised, is what makes us one of retail's most trusted companies.**

**Michael A. Witynski,  
President and CEO**

**Field Manager Responsibilities:** Our field managers are responsible for ensuring that safety programs are implemented in our stores and verifying that each associate completes all necessary training. Store Managers conduct monthly safety meetings to provide additional training and to discuss safety related topics.

**Associate Responsibilities:** Accident prevention requires the continued effort and participation of all associates at every level of our organization. Associates are expected to observe all safety rules, and ask for help if needed when operating equipment or tools. Associates are encouraged to report any unsafe working conditions to their manager. And, under our Code of Ethics, associates are assured that they have the right to report safety concerns without fear of retaliation.

**Environmental Health and Safety Department:** Our Environmental Health and Safety Department establishes standard safety protocols and operating procedures across the company. It communicates health and safety protocols to our retail stores, distribution centers, and to the corporate headquarters.

**Occupational Health and Safety Training:** Our associates receive safety training when they begin working for us and it continues through their tenure with the company. Maintenance technicians annually receive specialized safety training, as well as technical training on electrical, mechanical, and controls systems.

**Hazard Communication Program:** There are some associates who may be at risk of exposure to hazardous substances under normal working conditions or during an emergency. Therefore, we have implemented a written Hazard Communication Program to make our associates fully aware of any hazards from any chemicals in our worksites.

## BE A HERO

### Put Safety in Action

Our commitment to safety does not just reach our stores. We are committed to safety in our distribution centers. In 2021, we launched our “Be A Hero” Safety Campaign designed to promote and improve the safe working environment in our warehouses. Our comprehensive Injury and Illness Prevention Plan is the foundation of the program.





## ADDITIONAL TRAINING

Workplace Harassment Prevention Training

Introduction to Phishing Training

Powered Material Handling Equipment Training

Injury and Illness Prevention Program

Guidelines on Safe Lifting Practices

Fire Safety Awareness

Regular Safety Audits

## CREATING A CULTURE OF INCLUSION

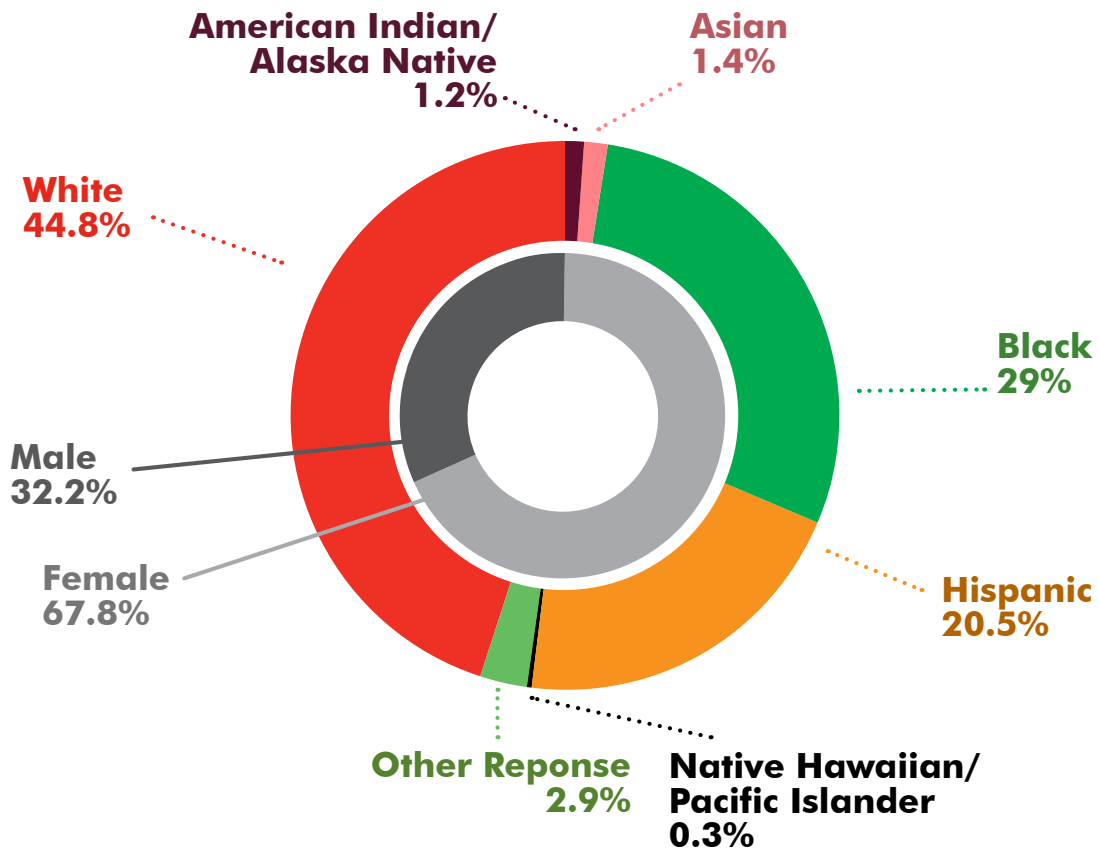
Dollar Tree and Family Dollar are committed to creating a positive and professional work environment where all associates demonstrate courtesy, dignity and respect for others. We are committed to fostering an inclusive environment where the individual differences among us are understood, respected, and appreciated as a valuable source to strengthen the company. These principles are supported by our commitment to being an Equal Opportunity Employer with Anti-Harassment, Non-Discrimination and Non-Retaliation Policies.

### Diversity by the Numbers

Our diverse workforce of over 200,000 associates strengthens our competitive advantage and reflects the customers we serve. These charts reflect the demographics of Dollar Tree and Family Dollar’s U.S. workforce in fiscal year 2021. Charts do not necessarily add up to 100% because they exclude “no response,” or rounding of results.

## U.S. WORKFORCE

Total =  
**206,360**



## ALL U.S. ASSOCIATES PROMOTIONS AND NEW HIRES

### 2021 New Hires

All Other 6.8%      Hispanic 20.4%  
Black 39.8%      White 39.8%



### 2021 Promotions

All Other 5.9%      Hispanic 19.9%  
Black 26.0%      White 48.1%



## U.S. ASSOCIATES BY MANAGEMENT LEVEL

### Store Managers

All Other 4.7%      Hispanic 16.3%  
Black 20.7%      White 58.3%



15,222 Associates

### Other Managers

All Other 5%      Hispanic 12.5%  
Black 15%      White 67.5%



2,121 Associates

### Officers and Director Level Associates

All Other 5.4%      Hispanic 5.4%  
Black 7.7%      White 81.6%



391 Associates

## OUR SHOPPERS

### Customers

All Other 4.4%      Hispanic 16.1%  
Black 21.1%      White 58.5%



**81.4%**  
OF OUR  
**CUSTOMERS**  
ARE FEMALE

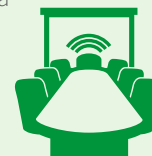
## OUR DIVERSITY, EQUITY AND INCLUSION (DEI) COMMITMENT

### Our Progress

The formation of the Diversity, Equity and Inclusion Executive Council, comprised of senior leaders from every department within the company, marked a critical point in renewing and strengthening our focus on our people. Since that time, we have made significant progress advancing a strong set of DEI initiatives, which have touched almost every part of our organization, from our Board of Directors to engagement with our thousands of associates.

### Our Board of Directors in 2022

Focused on DEI through a new Sustainability and Corporate Social Responsibility Committee



Throughout 2021 we made great strides as our DEI initiatives gained substantial traction across many areas:

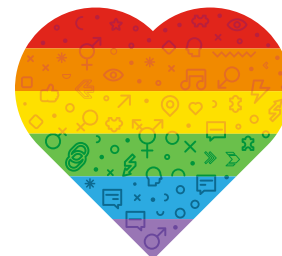
<b>Diversity Equity and Inclusion Executive Council</b>	The DEI Executive Council is comprised of senior leaders from every department in the company and has developed the architecture of our DEI programs with a focus on culture, community and customers. The DEI Executive Council has been the driver of change for our DEI program and has led hundreds of DEI-focused activities.
<b>Employee Resource Groups</b>	In 2019, we formed Champions of Women, an employee resource group with the mission of fostering a more inclusive environment that supports the development and advancement of women. We are pleased to announce that in 2021 we formed a new employee resource group called “Pride” with the mission to raise awareness and promote Allyship of the LGBTQ+ associate community.
<b>DEI Training</b>	We leveraged our iLearn platform to deliver three associate trainings to all new and existing associates on the topic of unconscious bias: “Understanding Unconscious Bias,” “Overcoming Unconscious Bias in the Workplace,” and “Overcoming Your Own Unconscious Bias.” We have also reinforced our DEI values through educational materials (such as our Allyship Guide), posters, and live presentations. Our work is ongoing; we have plans to deliver new trainings, presentations, and educational materials in 2022.
<b>Community Engagement</b>	We expanded our outreach and engagement with diverse organizations in our communities, including participation in community celebrations of cultural heritage, inclusive internships and recruiting programs with local HBCU’s, and charitable support for local Boys and Girls Clubs.
<b>Supplier Diversity</b>	Our DEI values extend to the products that we purchase and the partners that supply those products. In 2021 we partnered with ECRM and Range Me to host a Diverse Supplier Summit. During the summit we received 7,700 product proposals from over 600 brands, 41% of which were women owned and 40% of which were minority owned.
<b>Diversity in Product Selection</b>	The DEI Executive Council established a Product Advisory Board comprised of diverse associates to engage with suppliers on the development of diverse products. The Product Advisory Board provided feedback on the selection of our cultural holiday assortments and PRIDE assortments in 2021 and will continue to provide feedback on events and holidays in 2022.

## CELEBRATING EACH OTHER

To celebrate International Women’s Day in March, associates wore purple ribbons in support of the occasion and we featured female leaders in our organization on monitors and our intranet. We concluded the day by holding a live roundtable forum featuring Jenn Hulett, Chief Human Resources Officer; Monica Patterson, Director of Claims Litigation; and Jennifer Macho, Vice President, General Merchandise Management – Home.

In June, to celebrate PRIDE month, we featured Randall Decker, Vice President of Planning in a discussion entitled “Living and Leading with Pride”, in which he shared his experience navigating the balance of his personal life and professional career.

To celebrate Asian American and Pacific Islander Heritage Month in May, we featured an interview with Thomas Kim, Regional Director for Dollar Tree, on the importance of Asian American and Pacific Islander Heritage Month.



## New Goals for 2022

We know that a diverse, equitable and inclusive workplace is a competitive advantage in today's labor market. Dollar Tree is doing the work to ensure that our associates feel they are seen, that their ideas and perspectives are heard, and that they belong. In the past few years, we laid important groundwork by implementing people analytics tools that deliver key DEI metrics, tracking associate demographics across the enterprise and supporting our talent reviews. We also created the DEI Executive Council as a forum for leadership to engage with relevant issues important to our associates, customers, and communities. With senior leadership aligned around the critical importance of DEI, we are continuing our commitment to foster an inclusive workplace where all associates feel valued.

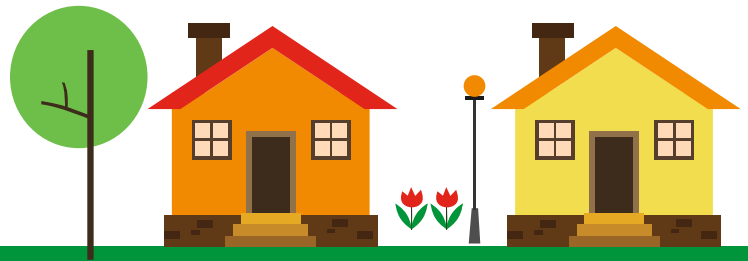
In 2022, under the Board's oversight, we have set a series of challenging but necessary DEI goals. These include reviewing and expanding our current DEI strategy and establishing for the first-time qualitative performance goals for executive leaders that support and drive our DEI efforts, from hiring to retention and promotion. We are also developing and validating systems that bring visibility to our DEI metrics and demonstrate our progress towards our goals to our senior leadership and Board. Finally, we plan to further integrate a DEI focus into the range of company talent life cycle programs, policies, and practices, including talent acquisition, development, and succession planning. We are committed to regularly reviewing and improving this DEI strategy. We know this is a focus area that requires continued evolution and constant reinvestment.

### 2022 DEI GOALS

- Establish qualitative performance goals for our executives that support and drive DEI at the company
- Develop our systems and tools to bring visibility and actionable insights to senior leadership and the Board of Directors
- Embed DEI into all aspects of our talent management life-cycle



# INVESTING IN OUR COMMUNITIES



Giving back to our communities has always been a priority for us. We recognize that Dollar Tree and Family Dollar stores are often located in underserved communities, and our mission is to provide those communities with a clean, safe, and friendly shopping environment—all while offering essential and healthy products, affordable prices, and convenience, as well as career opportunities.

## Bringing Economic Development and Jobs

Dollar Tree and Family Dollar strive to bring economic development and jobs to every community we enter. We hire associates locally and make it a practice to promote from within, as well as work closely with local organizations and governments to help support the growth of our shared communities.

## Convenient Locations

There are many neighborhoods where traditional supermarkets choose not to operate, which can lead to the creation of food deserts. By locating stores in places where others won't, we believe our stores can improve the affordability and availability of essential goods. These stores provide a convenient, close-to-home option where customers can shop for essentials in between their grocery visits—from healthy food items such as eggs, milk, bread, and frozen fruits and vegetables to today's critical cleaning supplies and paper goods, all at affordable prices. We also accept SNAP and EBT debit cards (food stamps) in many locations.

In addition to having stores in underserved communities, many are also located in the same shopping center as or within a few miles of a grocery store. In this way, we offer complementary experiences for our customers. Between a Dollar Tree or Family Dollar store, with their exceptional values, and a traditional grocery store, shoppers can find everything they need.

We continue our efforts to bring fresh produce and frozen meats to neighborhoods where shoppers have fewer grocery options. We have introduced five frozen meat products into approximately 3,700 priority Family Dollar store locations. We are testing basic produce items in approximately 100 stores and plan to expand to more stores over 2022.





Healthy and Safe Shopping Environments

The health and safety of our customers and associates is critical, and we tailor our store operations, current best practices, and protocols for each store. We have made the welfare of our associates, customers, and vendors a top priority throughout the COVID-19 pandemic. We adhere to the guidance of the Centers for Disease Control and Prevention as well as state and local health departments. We adopted numerous pandemic safety measures, and continuously adjust our protocols as necessary.

In addition, creating a culture of safety is something the company takes very seriously, and we have established an array of programs to promote a safe environment for our customers and associates. We work with local law enforcement and evolve our tactics to further enhance our protocols and mitigate risks, including by providing ongoing associate training. We also utilize third-party security guards as another layer of security, and we have partnered with leading vendors for comprehensive and innovative security solutions and monitoring services in stores across the U.S.

We understand and deeply appreciate the concerns about the changing nature of our shared communities, and we are always looking for new ways to help our neighborhoods be healthier, safer, and more prosperous.

PHILANTHROPIC EFFORTS

Dollar Tree also gives back to our communities by contributing to a diverse group of local, national, and global organizations that support a variety of causes and populations, including medical research, the arts, underrepresented youths, and active military members and veterans.

We have an active and ongoing commitment to our three main charitable partners - the Boys & Girls Club of America, Operation Homefront, and United Way of South Hampton Roads (UWSHR). In 2020 and again in 2021, we contributed over \$2 million to our main charitable partners.

In addition to corporate giving, we partner with our charitable partners to support multiple opportunities for charitable giving and volunteerism by our associates.

- **Choose to Give Campaign:** The Choose to Give Campaign provides a company match for contributions made by associates to participating charities. In 2021, we held our second annual Choose to Give campaign and raised more than \$190,000 in associate contributions. With the company match, more than \$380,000 was raised for the Boys & Girls Clubs of America, Operation Homefront, and United Way of South Hampton Roads.
- **Day of Caring:** In 2021, associates at our Store Support Center participated for the first time in the United Way Day of Caring. Hundreds of employees participated from nearly every department by volunteering in 25 projects throughout the southern Virginia region. As a result, 18 non-profits were supported including the Foodbank of Southeastern Virginia, Equi-Kids Therapeutic Horseback Riding, Edmar Hospice for Children, Seton Youth Shelter and more.

OTHER CHARITABLE PARTNERS

- Access College Foundation
- American Cancer Society
- American Diabetes Association
- Business Consortium for the Arts
- Cherokee County Meals
- Chesapeake Cares Clinic
- Children’s Hospital of the Kings Daughters
- Chrysler Museum
- Elizabeth River Project
- Flying Horse Farms
- Food Bank of Southeastern Virginia For Kids
- Hampton University
- Make a Wish Foundation
- Norfolk State Foundation
- Public Education Foundation
- Ronald McDonald House
- Virginia Foundation of Independent Colleges
- Brighter Futures Scholarship Program

- **Charitable Giving at Distribution Centers across the U.S.:** We have 28 distribution centers across the United States. Our distribution centers are an important part of the communities in which they are located and they organize charitable giving and volunteer opportunities in their local areas. For example, in 2021, our distribution center in Savannah, Georgia held its second annual Toys for Tots toy drive, and our distribution center in Stockton, California held its annual Make-a-Wish® fundraiser to provide wishes for children suffering from cancer.
- **Operation Homefront - Back-to-School Brigade® and Holiday Toy Drive:** Our stores participated in the Back-to-School Brigade and Holiday Toy Drive organized by Operation Homefront by collecting donations for school supplies and toys from customers. In 2021, we exceeded our previous year’s donations by more than 8,000 items.

Find out more at our Corporate Giving website: [dollartree.com/corporate-giving](https://dollartree.com/corporate-giving)

### OUR RESPONSE TO COVID-19

Since the beginning of the COVID-19 pandemic, we have made the safety of our associates, customers, and vendors our top priority. We adhere to the guidance of the Centers for Disease Control and Prevention (CDC) as well as state and local health departments. We have adopted many safety measures, and continuously adjust our protocols as necessary, as the impact of the pandemic has evolved.

During the worst periods of community spread, as an essential business we adapted our practices to enable us to remain open and continue to provide vital services to our customers safely while protecting our associates. Measures taken included face coverings, social distancing, and enhanced cleaning protocols. We installed Plexiglas partitions and offered contactless payment and early shopping for at-risk customers. Our benefits team worked to fairly implement sick leave and waive certain copays on virtual doctor visits.

To accommodate stay-at-home orders and meet customers where they are, we introduced the ability to shop for everything from toys and kitchenware to cleaning supplies and baby essentials through FamilyDollar.com. Online customers can take advantage of free in-store pickup and direct home delivery. Our company’s digital team has rolled out same-day delivery options through Instacart for even greater value and convenience.



# OUR PRODUCTS: A HOLISTIC APPROACH



We are dedicated to offering our customers products that are safe, reliable, and ethically sourced and manufactured. That means taking extra care to examine the practices of our vendors and manufacturers so that we can minimize our environmental impact while working to create a humane supply chain.



Our commitment to being good corporate citizens spans the entire lifecycle of our products—not just the period of time they spend in our distribution centers and on our store shelves. The vendors we choose to work with, the materials they source, and the processes by which those materials are transformed from raw ingredients into quality products all affect the impact our company has on the world. To prevent our products from ending up in landfills after they leave consumers' hands, we are taking new steps to encourage recycling of some of our U.S. private-brand packaging.

The initiatives and standards below demonstrate our holistic approach to sourcing and product safety, including our efforts to eliminate chemicals of high concern from our products; how we source products and the progress we've made toward some of our goals; and how we engage with our supply chain, including our zero-tolerance policy on human rights issues, such as child labor, prison labor, and forced labor.

**For more about our commitment to sustainability, see page 10**

## PRODUCT SAFETY

### TOYS & CHILDREN'S PRODUCTS

Dollar Tree follows a very thorough approach for testing children's toys and other products that goes above and beyond regulatory requirements. We require multiple tests on each production run to be performed by accredited laboratories who conduct random sample collection during site visits.

#### Partnership with Vendors

Our ability to provide ethically-sourced products to our customers depends on partnering with vendors who share our vision for a better and more sustainable tomorrow. We are proud that our company sources product from industry leaders who have taken up the torch for environmental sustainability and blazed greener trails in their respective product categories.

For example, key suppliers in our clothing category are part of the Sustainable Apparel Coalition (SAC). Members are committed to measuring and improving social and environmental sustainability impacts within the apparel, footwear, and textile industries. They use the Higg Index—a set of tools designed to standardize the measurement of value chain sustainability—to evaluate their environmental and social labor impacts across the supply chain. This allows them to be both transparent and accountable; make continual progress towards better sustainability; and pinpoint and address systemic challenges that require an industry-wide response.

In addition, we have progressed on our goal to have 75% of Dollar Tree's supplier spend to be with companies that have measurable objectives for greenhouse gas reduction or renewable energy targets by 2031, achieving a 38% spend in 2021. We continue to assess our top suppliers' sustainability goals so that we can ensure that we are partnering with businesses that share our commitment to a more sustainable future.

## CHEMICAL POLICY

### Our Commitment to Eliminating Chemicals of High Concern

We established our sustainable chemical plan in 2016 to identify and eventually eliminate the use of chemicals of high concern in our formulated private label products. This plan goes beyond regulatory requirements and has the full commitment of our management team, who report our progress to our Board of Directors for ongoing transparency and accountability.

Adherence to our chemical policy is a requirement in our contracts with vendors. Our suppliers are required to submit chemical ingredient information for formulated products, including categories such as household cleaning products, health and beauty products and hardware products.

As part of these efforts, we continually work with our suppliers of both national brand products and private label goods to find alternatives to the chemicals listed on our priority chemical list. In addition, we encourage them to innovate and find alternative options that can be used to create safe, effective products for our consumers. For example, Dollar Tree is working with suppliers to implement substitutes for phthalates and to incorporate natural ingredients for base formulations and fragrances.



To evaluate our progress—and be part of an industry-wide solution—we began participating in Clean Production Action’s Chemical Footprint Project (CFP) in 2019. The CFP annually surveys companies, asking 19 questions designed to weigh their chemical management systems’ ability to measure and reduce its chemical impact against best practices. By participating in the survey, we can help establish industry benchmarks for moving away from chemicals of high concern and towards safer alternatives.

In early 2021, we began re-evaluating our chemical priority list to incorporate new chemicals of concern so that we can continue evolving our requirements around high-priority chemicals as new information and recommendations become available. We will revisit our chemical priority list at least every other year to ensure that our priorities are in line with changing consumer needs, industry standards, and scientific-based evidence.

**Dollar Tree will adapt the EPA’s risk-based framework to address high-priority chemicals based on their:**

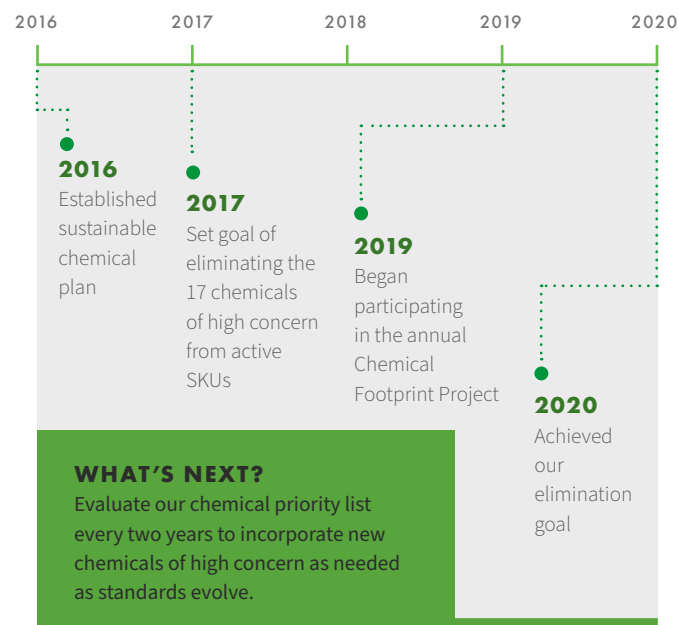
- Intersection with our products and consumer needs;
- Exposure potential for our consumers;
- Persistence and bioaccumulation scores within the environment; and
- Carcinogenic properties or toxicity effects in humans.

A full copy of our Chemical Policy is available here [>](#)

**17 CHEMICALS OF HIGH CONCERN**

In 2020, we achieved our goal of excluding 17 chemicals of high concern from active formulated private-brand products.

**Chemicals of High Concern Elimination Timeline**



1. Lead in children’s products in excess of federal and state limits
2. Asbestos in children’s products
3. BPA in children’s products
4. Formaldehyde
5. Cadmium and Cadmium compounds
6. Toluene
7. 1-Bromopropane
8. Diethyl phthalate
9. 1,4-Dioxane
10. Nonylphenol ethoxylates
11. Cyclic Aliphatic Bromides Cluster of flame retardants (HBCD)
12. Butylparaben
13. Octamethylcyclotetrasiloxane (D4)
14. Dibutyl phthalate
15. Tetrachloroethylene (PERC)
16. Propylparaben
17. Trichloroethylene

### Evolving Standards for Better Products

We continue our efforts to make our products as safe as they can be. As of June 2021, we made several new commitments within our Chemical Policy:

- By 2023, we will eliminate the intentional use of per- and polyfluoroalkyl substances (PFAS) chemicals and phthalates in packaging from all private-brand food and beverage products.
- By 2024, we will eliminate the intentional use of PFAS chemicals from all private-brand pet food products.
- By 2024, we will eliminate the use of polyvinyl chloride (PVC) in all private-brand children’s products.

### PRODUCT RECYCLING

Our goal is to create clear and consistent recycling instructions for our customers. Many items that are recyclable currently end up in landfills because consumers do not know that they are recyclable or are confused by inconsistent or unclear recycling instructions. By using labels on our private-brand packaging as appropriate, we can empower consumers to reduce their environmental footprint.

We are working with our U.S. private-brand suppliers to label our packaging with recycling symbols, with a focus in the near term on food products then expanding to cover all other packaging.

### PRODUCT SOURCING

#### Sustainable Sourcing Commitment

We are committed to investigating and exploring strategies to source more sustainable key goods, such as those that are high risk for producing environmental hazards or for engendering social compliance violations.

#### Palm Oil Policy

Dollar Tree is committed to ensuring that the palm oil, palm kernel oil, and palm oil derivatives contained in our private label and national brand products is procured in a responsible and sustainable manner. Our policy calls for our suppliers to procure palm oil in a manner that supports deforestation-free production of palm oil and includes the protection of all-natural forests. We also expect that our suppliers will comply with the Roundtable on Sustainable Palm Oil certification standards or other best practices, including ensuring a workplace that protects the rights of workers and indigenous communities.

Palm Oil Policy [➤](#)



### Pollinator Protector Policy

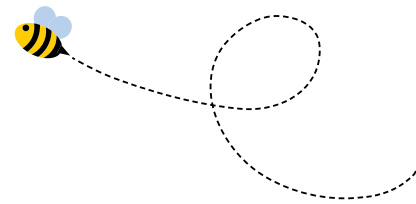
Pollination plays a vital role in the world’s biodiverse ecosystems and agricultural health. In 2021, Dollar Tree released a new policy promoting responsible pest management practices including, but not limited to, efforts to reduce the negative effects that select pesticides have on essential pollinators.

Specifically, among our suppliers we promote science-based risk management practices including Integrated Pest Management (IPM) and regenerative agricultural strategies, and we discourage the use of high-risk pesticides and insecticides such as nitroguanidine neonicotinoids, glyphosate, and chlorpyrifos. We also aim to measurably reduce the use of pesticides of high concern by 2024 in our live flower events.

This policy applies to our food products, flowers, and other types of products with potential impacts on industries such as cotton farming practices, which support apparel finished products. In addition, we are working to educate our suppliers on enhanced sustainability practices for all materials sourced from agricultural settings.

Friends of the Earth rated Dollar Tree within the top 10 most bee-friendly grocery stores in 2021.

Pollinator Protector Policy



## ENGAGING WITH OUR SUPPLY CHAIN: FACTORY VETTING FOR IMPORTED GOODS

### Human Rights Issues

Providing value for our customers should never come at the cost of ethical production practices. That mission begins by working with our suppliers and their factories to create safe products through manufacturing processes that respect human rights.

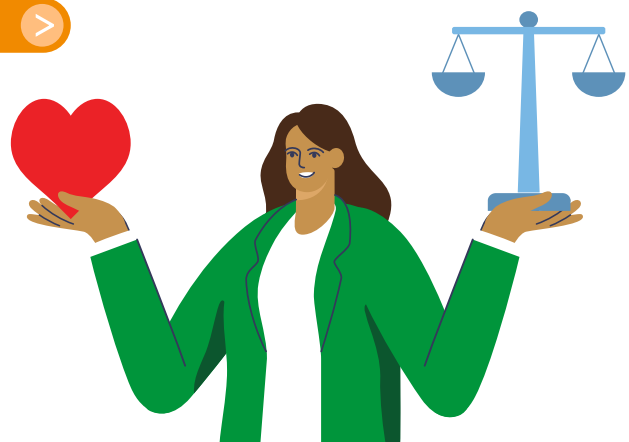
We believe that the people who help create our products have the right to work in a safe, equitable environment in which they are treated with dignity and respect. We have a zero-tolerance policy for human rights violations such as child labor, prison labor, or human trafficking at all stages of the supply chain. These policies as well as our ethical standards and guidelines are laid out in Dollar Tree’s Code of Ethics and Code of Vendor Conduct, which we require all vendors to comply with.

To help ensure that these codes are followed, we regularly conduct social compliance audits of our vendors and provide annual training to all of our associates who are directly involved in vendor management, as discussed further below.

A full copy of our Code of Vendor Conduct is available here



A full copy of our Code of Ethics is available here



### Social Compliance Audits

To make sure that products produced outside of the U.S. are manufactured in accordance with human rights best practices, we enlist independent third parties to conduct social compliance audits on all overseas factories from which we directly source goods. The social compliance audits include inspections of the facilities, documentation review and private interviews of the workers.

These audits assess whether vendors are compliant with:

- Health and Safety Standards
- Anti-Discrimination Policies
- Labor Laws
- Zero Tolerance for Child Labor
- Zero Tolerance for Prison Labor
- Zero Tolerance for Human Trafficking

**Dollar Tree is committed to ensuring its suppliers comply with our policies, industry standards and legal requirements and do not participate in child or prisoner labor or human trafficking and slavery.**

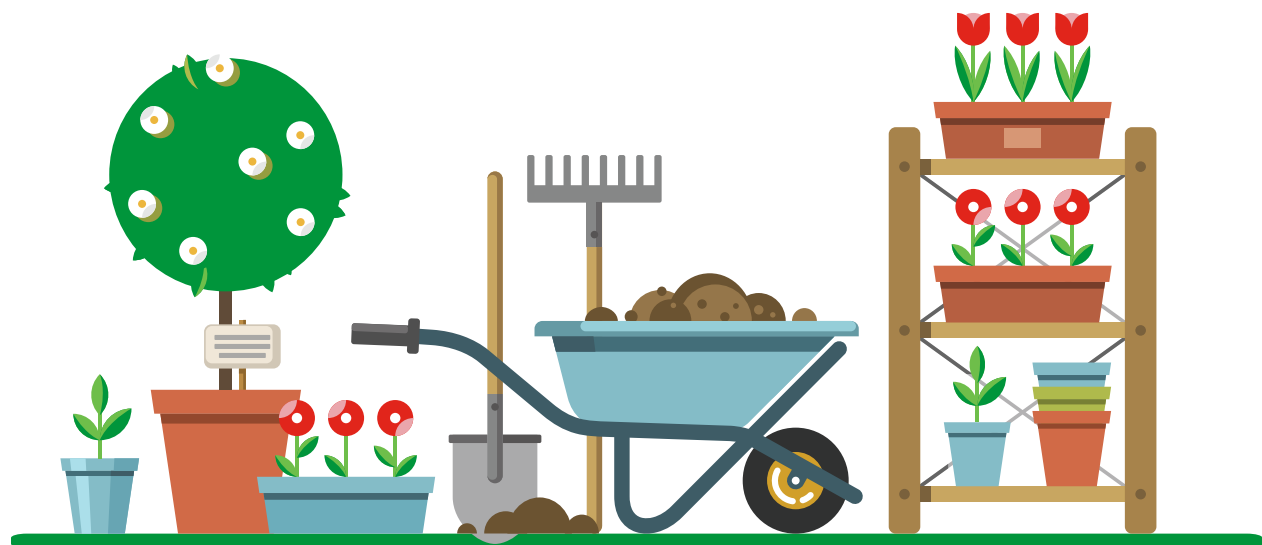
### Training and Whistleblower Hotlines

Dollar Tree annually trains its associates with direct involvement in vendor management on the compliance demanded by our Code of Ethics and Code of Vendor Conduct. This training brings awareness and understanding of the issues and includes how to look for indications of violations while visiting supplier facilities. We provide our associates with reporting guidelines for any suspected incidents.

We have established two toll-free hotlines and internet resources for associates and supplier employees to report any possible violations of our Code of Ethics. Reports can be made anonymously 24/7. These hotlines are designed to file concerns about store-related issues, including improper or illegal activities; loss prevention; safety; payroll; benefits; harassment; discrimination; human resource issues; ethical issues; accounting irregularities; false financial statements; insider trading; financial fraud; or Code of Ethics violations.

In addition, phone numbers have been made available so that our associates and supplier employees can report possible violations or concerns to our Vice President, Internal Audit; Chief Legal Officer; Vice President, Merchandise and Operations Law Group; and Deputy General Counsel, Corporate.

Our statement in compliance with the California Transparency in Supply Chains Act can be found here

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# GOVERNANCE AND ETHICS



At Dollar Tree, strong governance oversight from our diverse, skilled, and independent Board of Directors is a key component of our sustainable growth and risk management strategy. We recognize that sustainable growth requires ethical oversight from a demonstrably independent Board of Directors that can serve as a model for the values, behaviors, and diverse perspectives we believe are critical at every level of the organization.



In March 2022, after completing an extensive shareholder engagement process, we entered into a Stewardship Framework Agreement with affiliates of Mantle Ridge LP, a registered investment advisory firm and owner of 5.7% of our outstanding shares. Pursuant to the Stewardship Framework Agreement, our Board was increased from eleven to twelve directors and reconstituted to consist of seven new directors and five continuing directors. The reconstitution of our Board resulted in a more diverse Board with skills and experience that will be important to the company's success in its sustainable growth journey.

**The reconstituted Board also made several important changes to the company's governance structure that will STRENGTHEN OUR ACCOUNTABILITY to shareholders and the Board's oversight of our sustainability initiatives.**

## KEY GOVERNANCE CHANGES IN 2022

<b>Addition of New Directors with Strong Governance Experience</b>	The reconstitution of the Board resulted in the addition of seven new directors all of whom have extensive governance and executive level management experience.
<b>Increased Board Diversity</b>	The reconstituted Board is comprised of a diverse group of directors, including four women, one of whom is a person of color and a second member representing a minority background.
<b>A Fit for Purpose Board</b>	Our reconstituted Board has a balanced array of relevant skill sets, expertise, and industry knowledge which is essential to guiding the company forward as it continues to evolve in response to new challenges.
<b>Defined Board Leadership Roles</b>	The Board amended our By-Laws to clearly define the roles and responsibilities of the Executive Chairman, Vice Chairman and Lead Independent Director.
<b>Increased Shareholder Access</b>	The Board amended our By-Laws to allow for shareholder nominations of directors within a period that is closer to the annual meeting.
<b>Proposed Increase in Shareholder Rights</b>	The Board approved an amendment to the company's Articles of Incorporation that, upon shareholder approval, will allow shareholders representing at least 15% of the company's common stock to call a special meeting of shareholders.
<b>New Sustainability and Corporate Social Responsibility Committee</b>	The Board created the Sustainability and Corporate Social Responsibility Committee to focus exclusively on the company's sustainability initiatives.

The Board continually strives to implement governance best practices that will enhance its oversight of Dollar Tree's business and management. These and other governance practices described below are the keystones that create the foundation for our sustainable growth initiatives.

The following pages highlight the measures we have taken to ensure the effectiveness of Board and management oversight of the business, including Board and committee responsibility for risk oversight, the skills and diversity of our Board members, Board tenure and refreshment, our process for engaging stakeholders, our commitment to ethics and compliance with laws, and our approach to data privacy and security.

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**We believe that our corporate governance practices reflect the responsiveness of the Board to our shareholders and other stakeholders and provide the foundation for effective oversight by the Board of Directors. Our guiding values start with a commitment to integrity and ethical behavior at all levels of the organization, commitments to environmental stewardship, addressing the sustainability risks of the business over the long-term, and enhancing the diversity, inclusion, training, and promotion of our associates.**

**Stephanie Stahl, Chair, Sustainability and Corporate Social Responsibility Committee**

## RISK OVERSIGHT

The Board of Directors is actively involved in overseeing enterprise risk, primarily through its committees, which address the risks within their areas of responsibility. Our Board has five standing committees, each composed solely of independent directors: the Audit Committee, the Compensation Committee, the Nominating and Governance Committee, Finance Committee and the Sustainability and Corporate Social Responsibility Committee.

The Audit Committee has a key role in the assessment of various financial and enterprise risks related to our business, including risks relating to information security and data privacy. The Compensation Committee is primarily responsible for monitoring risks relating to our compensation policies and practices. The Nominating and Governance Committee advises the Board on corporate governance matters. The Finance Committee advises the Board on the company’s capital structure, finance and other related matters. The Sustainability and Corporate Social Responsibility Committee is primarily responsible for monitoring and evaluating the company’s sustainability and ESG risks, including environmental, human rights, labor, health and safety, workforce diversity, supply chain and similar matters affecting company stakeholders. The charters of each Committee are publicly available on our corporate website at <https://www.dollartreeinfo.com/corporate-governance>.

The following table shows our independent directors and the committees on which they serve. Two executives on the Board, our Executive Chair Richard W. Dreiling and CEO Michael A. Witynski, do not serve on committees.

INDEPENDENT DIRECTOR	AUDIT COMMITTEE	COMPENSATION COMMITTEE	NOMINATING AND GOVERNANCE COMMITTEE	FINANCE COMMITTEE	SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY COMMITTEE
Thomas W. Dickson		●◀	●◀		
Cheryl W. Grisé		●▶	●◀		
Daniel J. Heinrich	●◀			●▶	
Paul C. Hilal		●◀	●◀	●◀	
Edward J. Kelly, III ★			●▶	●◀	●◀
Mary A. Laschinger		●◀			●◀
Jeffrey G. Naylor	●▶			●◀	
Winnie Y. Park	●◀	●◀			
Bertram L. Scott	●◀				●◀
Stephanie P. Stahl			●◀		●▶

★ Lead Independent Director

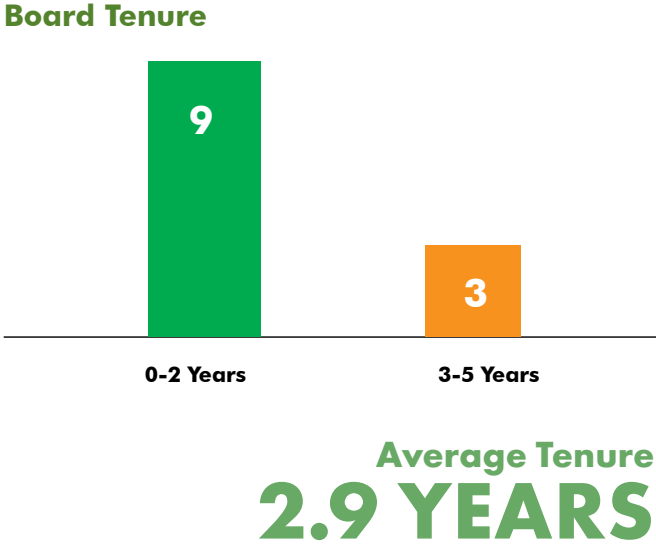
●▶ Committee Chair

●◀ Member

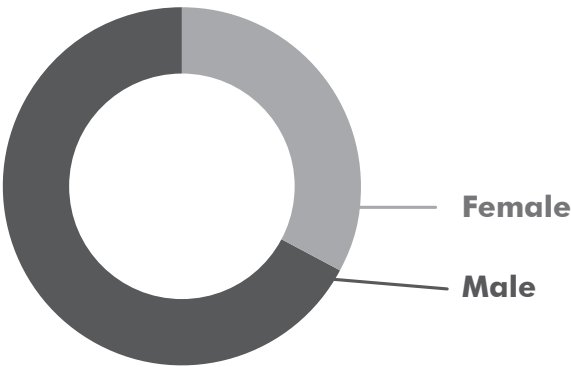
### BOARD SKILLS, DIVERSITY AND TENURE

The Board believes that our directors, as a group, represent an effective mix of skills, experiences, diverse backgrounds, and fresh perspectives. As shown in the charts and graphs below, our Board members' skills and experiences cover the areas we believe are most important to sustaining our success.

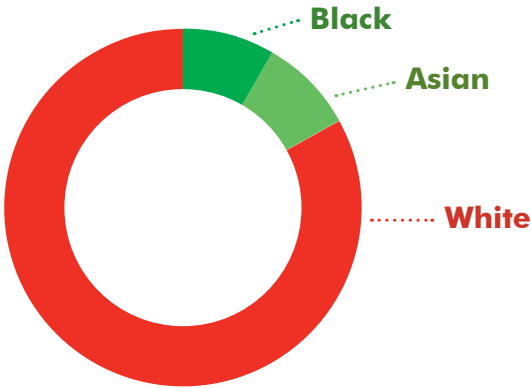
- ✔ Consumer/Retail Industry
- ✔ Marketing/Advertising/Communications
- ✔ Strategic Planning
- ✔ Operations
- ✔ Human Resources
- ✔ Information Technology
- ✔ Cybersecurity
- ✔ Risk Management
- ✔ Global Sourcing/Supply Chain



#### 33% Gender Diversity



#### 17% Ethnic Diversity



Our Board values diversity, reflecting but not limited to geography, gender, age, sexual orientation, race, ethnicity, national origin, and life experience and is committed to a policy of inclusiveness. The Nominating and Governance Committee endeavors to include women and minority candidates in the qualified pool from which Board candidates are chosen and, when nominated and elected, to consider such directors for leadership positions on the Board and its committees.

In March 2022, the company entered into a Stewardship Framework Agreement which provided for the retirement of six directors and the addition of seven new directors who bring to our board, new skills, experience, and industry expertise. This newly reconstituted Board is comprised of a diverse group of directors, including four women, one of whom is a person of color and a second member representing a minority background. Our Board's diversity positions us well to respond to the many issues that are important to the communities in which we operate and to our many stakeholders.

Our reconstituted Board is fit for purpose. Each director brings to our Board deep governance experience and a broad set of skills and experiences in areas that will be vital to guiding the company toward success. The Board is led by our new Executive Chairman, Richard W. Dreiling who brings to the company proven success as the former Chairman and CEO of Dollar General. Our new Vice Chairman Paul C. Hilal represents a large shareholder constituency and brings to the Board the perspective of a long-term investor. Our new Lead Independent Director, Edward J. Kelly, III, has extensive governance experience developed during his career at Citigroup, Inc., and his service on the boards of directors of numerous public and private companies including CSX and XL Group.

## SHAREHOLDER ENGAGEMENT

Fostering long-term, open, and institution-wide relationships with shareholders and maintaining their trust and goodwill is a core objective of our shareholder outreach program. Under our enhanced Shareholder Engagement Policy, our senior executive officers and the investor relations department are primarily responsible for our communications and engagement with shareholders and the investment community. Management is responsible for promptly reporting to the Board all material shareholder comments and feedback it receives.

The Vice President, Corporate Governance, together with the Corporate Secretary serve as liaisons with our shareholders on governance matters. We believe this approach provides a more direct channel for communications with shareholders to ensure an open dialogue on an ongoing basis and to promote an increased understanding of industry standards for best practices in corporate governance as they evolve.

Although shareholder outreach is primarily a function of management, our Board also believes that in appropriate cases, Board-level participation in dialogue with shareholders on matters of significance can be an effective means of promoting a mutual understanding and of informing the Board of shareholder perspectives. In addition to the engagement that is expected to occur by the Chief Executive Officer and the Executive Chairman, the Board expects that the Lead Independent Director will generally be the primary independent director who would participate in such discussions, with the understanding that on certain matters, the Chairs of relevant Board committees or, in certain cases, other directors may also be asked by the Executive Chairman, the Lead Independent Director, or the Board to participate. Accordingly, directors may also from time to time participate in an organized and coordinated manner with management in one-on-one meetings or investor events to elicit shareholder views.

In 2021, we again engaged in an active shareholder outreach program. Prior to the Board's approval of the Stewardship Framework Agreement, members of our Board met with shareholders owning more than 50% of the company's common stock. Through those meetings the Board was able to gain a better understanding of its shareholders' perspectives on our business strategy and leadership. The feedback from our shareholders was an important factor in the Board's consideration of the governance changes implemented with the execution of the Stewardship Framework Agreement and the subsequent changes in our Board leadership. Engagement with our shareholders is an important part of our strategy for sustainable growth.

## ETHICS AND COMPLIANCE

The Code of Ethics is designed to promote honest and ethical conduct; full, fair, accurate, and timely disclosures in public reports, documents, and communications; compliance with all applicable laws, rules, and regulations; and protection of company assets, including confidential information. The Code is also written to deter wrongdoing and ensure accountability.

Dollar Tree's Code of Ethics serves as our guide for using sound judgment and common sense in everyday dealings and establishes the framework for our ethical approach to conducting business. The Code of Ethics includes policies on:

- **Honesty and Integrity:** We expect our associates to uphold the company's values when dealing with other associates, vendors, and external business partners.
- **Commitment to Associates:** The company is committed to fostering an inclusive environment that ensures all associates are treated with dignity and respect.
- **Product Safety, Safe Workplace, and Environmental Responsibility:** Our goal is to provide safe, quality products to our customers, a safe working environment for our associates, and to operate in a sustainable and environmentally responsible manner.
- **Vendor Relationships:** We pride ourselves on establishing relationships with vendors who uphold our core values.
- **Kickbacks and Rebates:** Associates and their family members are prohibited from receiving any improper payments, kickbacks, or rebates.
- **Accepting Gifts:** Associates and their family members cannot accept gifts or money or profit from dealing with vendors.
- **Conflicts of Interest:** We require associates to avoid engaging in conduct that creates—or could appear to create—a conflict of interest.
- **Anti-Corruption, Anti-Money Laundering, and Anti-Terrorism:** We prohibit associates and agents from engaging in bribery or corruption and require them to comply with all applicable anti-corruption laws.
- **Protection of Company Assets and Intellectual Property:** Associates must take reasonable steps to prevent the improper or unauthorized possession, destruction, fraud, waste, or misuse of company property and assets.
- **Confidential and Proprietary Information:** Associates are prohibited from disclosing or using any nonpublic, confidential, sensitive, or proprietary information.
- **Securities Trading Laws:** The company does not tolerate Insider Trading.
- **Antitrust, Competition, and Truth-in-Advertising:** Associates should never discuss pricing policies and procedures or proprietary business strategies, territories, product distribution or vendor relationships with anyone who is not an associate without authorization.
- **Financial Reporting:** The company's public filings and communications must be accurate, complete, timely, and in compliance with both generally accepted accounting principles and the company's internal controls and procedures.
- **Government Investigations:** Associates must cooperate with any government investigations.
- **Political Activities:** The company will not abuse its standing to influence political issues.

To ensure compliance, all associates of Dollar Tree, including officers and directors, are required to be familiar with our Code of Ethics, and senior managers sign a certification each year. Associates are required to report any suspected violations of the Code of Ethics and are consistently reminded of their continuing obligation. We have set up multiple ways for associates to anonymously share concerns about potential ethical issues, bribery, corruption, or any other violations of our corporate policy or of the law. We prohibit retaliation against any associate or stakeholder who makes a report in good faith.

A full copy of our Code of Ethics is available here



# DATA SECURITY AND PRIVACY



Data protection and data privacy across all the services and points of interaction with our customers and associates are two of our highest priorities. Our Board has made both cybersecurity and data privacy a fundamental requirement for our business. Our focus on cybersecurity and data privacy is reflected in the robust policies, practices, and processes that we have implemented to protect our data.



## Governance of Cybersecurity

Oversight of our cybersecurity program is provided by the Audit Committee of our Board of Directors. Our management team provides regular updates to the Audit Committee and the Board on cybersecurity matters, disclosures, risks and any associated mitigation or remediation tactics being implemented.

Responsibility for cybersecurity risk is held at the highest levels of management. Our Board has defined cybersecurity performance objectives for the CEO and continues to review and update these objectives to address the ever-evolving cybersecurity landscape. Our Chief Information Security Officer (“CISO”) leads our enterprise Information Security department and is responsible for the company’s overall information security, cyber risk, and business continuity programs. The CISO reports to the Chief Information Officer and serves as the designated executive leader for cyber or data-related incident response activities. The CISO provides an annual report to the executive management team and the Board on the state of our information security systems and meets annually with our Chief Executive Officer to review information security matters.

## Information Security

To effectively conduct our business and maintain the trust of all parties, we maintain and protect our computing environments, associated information systems, their contents and the network communication channels against any criminal or unwanted activities. This includes malicious activities such as e-crime and cyber-attacks, unauthorized access, information leakage and any misuse of data or systems.

Data protection and safeguards are embedded throughout our information technology environment and are continually evaluated for improvements and tested for effectiveness. We take an in-depth multi-layered defense approach to providing protection for all corporate digital assets and data we collect.

Maintaining a secure environment requires significant investment in both technology and our associates. Best in class technologies are deployed throughout all levels of our computing environments. Workstations, servers, and networks all have enterprise class applications and security tools implemented and maintained providing industry standard security controls and configurations. Training is provided to each associate with access to our computing environment and followed up with routine and periodic compliance checks including intentional phishing campaigns.

Our information security team is composed of twenty-one experienced professionals and is augmented by a strategic partnership with a leading Managed Security Services Provider (MSSP). Our security associates are highly trained with many holding advanced certifications from industry-leading organizations that specialize in information security best practices.

## Security Assessment and Review

We regularly conduct internal reviews and work with third-parties to identify and manage information security risks. We have an annual Payment Card Industry Data Security Standard (PCI-DSS) assessment conducted by certified PCI-DSS Internal Security Assessors (ISAs). External network review and penetration activities are conducted by an independent external qualified network penetration examining firm.

We also have an annual security assessment and penetration evaluation led by third-party cybersecurity consultants. We rotate our cybersecurity consultants periodically to ensure that we are receiving new techniques and unbiased evaluations of our environment and practices. In addition, we obtain third-party reviews of our incident response plans and conduct tabletop exercises with key stakeholders in the company.

Periodically, external reviews and health checks are conducted with our vendors and software providers to ensure that current configurations are implemented and effective. Biennially, we conduct an external review of our SSL/TLS certificate management practices and overall cryptographic infrastructure. In 2021 we added an industry leading application to manage, maintain and control our Secure Socket Layer (SSL)/ Transport Layer Security (TLS) certificates and key management processes.

We continuously self-assess against our internal policies and procedures, using internally developed risk assessment processes and measuring against a variety of generally accepted frameworks and controls, including the Center for Internet Security (CIS) Top 20 Controls, the National Institute of Standards and Technology (NIST) Cybersecurity Framework, Mitre Attack Framework, Sarbanes Oxley (SOX), and the PCI-DSS.

We conduct assessments of key third-party vendors to confirm that they are meeting security standards using a third-party risk evaluation and management platform. Contracts with key third-party vendors are reviewed by our CISO and security team for security-related concerns and adherence to company policies.

Our CISO regularly and routinely reviews our security model, security practices and future initiatives with external auditors to ensure alignment with industry best practices, changes in audit compliance requirements, and adherence to planned business objectives.

Our business continuity and disaster recovery systems are tested annually. During this test, Tier 1 and other mission critical



systems and applications are intentionally failed over and operationalized from our alternate data center. Our ability to maintain operations in a deprecated state is assessed and any identified issues or shortcomings are remediated.

## Data Privacy

We understand that the protection and privacy of our customer and associate information is critical to a strong reputation and our overall continued success. We collect and use only the minimum personal data necessary to achieve the business purpose for which customer and associate data is collected. Customer data is voluntarily collected and is typically demographic in nature, such as name, address, email, and phone number. No sensitive information is collected or maintained about our customers.

To protect the confidentiality of information, we employ extensive administrative, technical, and physical security controls to limit access to customer and associate data. We actively monitor and enforce compliance with our security policies and procedures, and we regularly review and update our policies, processes, procedures, and controls to respond to new threats and to adapt to changing technology.

Our privacy policies describe how we use and share information we collect from our customers when engaging with us in our stores, customer service channels, e-commerce transactions, or through any supported mobile applications. Our privacy policies also contain instructions on the process by which customers can request access to and deletion of the data that is maintained about them.

Dollar Tree will not give or sell personal information to unaffiliated third parties without first receiving consent from the individual. The company may share information with our corporate affiliates, service providers, third-party promotion partners and as required by law.

[Dollar Tree Privacy Policy](#)



[Family Dollar Privacy Policy](#)



## Security Breaches

We have not experienced any computer data security breaches in the past three years as a result of a compromise of Dollar Tree or Family Dollar information systems. As a result, we did not incur any expenses, penalties or settlements relating to an information security breach of our systems during this period. In 2021, we experienced a security-related event involving connectivity access to our commodity internet that only affected our principal corporate offices for a brief period of time with no impact on our e-commerce capability, retail stores, operations, associates or customers. To resolve and mitigate future similar scenarios, remedial measures have been implemented.

## Comprehensive Employee Training

Creating a company-wide culture of heightened caution around information security is a priority. Through many complementary and overlapping approaches, we train our associates to safeguard company IT systems and any sensitive data concerning our customers or other associates. This process begins with the onboarding process for new associates and is followed up by annual training on various relevant security and privacy topics. Internal intentional phishing campaigns are routinely conducted to assess compliance, and remedial training is offered to associates whose performance is below standards. Associates get frequent visual reminders through various media including email reminders, content driven to their screen savers, internal communications channels, and security and data privacy themed promotions, and we also conduct targeted training sessions for high-risk areas.

Thank you for reviewing our Corporate Sustainability Report.  
Please see Appendix A & B for more detail.

## TWO BRANDS, ENDLESS POSSIBILITIES

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# APPENDICES

## Appendix A: GHG Emissions Breakdown

The following tables summarize our energy consumption and greenhouse gas emissions associated with our operations and value chain in 2020 and 2021.

Table 1. Companywide facilities<sup>5</sup>

	AREA OF FACILITIES					
	NUMBER OF FACILITIES		THOUSANDS SQ. FEET		THOUSANDS SQ. METERS	
	2020	2021	2020	2021	2020	2021
SSC	3	3	510	510	47	47
Retail Stores	15,648	16,394	154,014	158,756	14,308	14,749
Distribution Centers	26	28	22,670	24,000	2,106	2,230
<b>TOTAL</b>	<b>15,677</b>	<b>16,425</b>	<b>177,194</b>	<b>183,266</b>	<b>16,462</b>	<b>17,026</b>

Table 2. Energy and emissions data<sup>5</sup>

	2020		2021	
	mt CO <sub>2</sub> e / 1,000 ft <sup>2</sup>	mt CO <sub>2</sub> e / 1,000 m <sup>2</sup>	mt CO <sub>2</sub> e / 1,000 ft <sup>2</sup>	mt CO <sub>2</sub> e / 1,000 m <sup>2</sup>
Scope 1 and 2 emissions intensity (MBM)	7.62	82.07	6.81	73.28
Electricity intensity	MWh / 1000 ft <sup>2</sup>	MWh / 1000 m <sup>2</sup>	MWh / 1000 ft <sup>2</sup>	MWh / 1000 m <sup>2</sup>
	14.41	155.10	13.77	148.25
	GJ / 1,000 ft <sup>2</sup>	GJ / 1,000 m <sup>2</sup>	GJ / 1,000 ft <sup>2</sup>	GJ / 1,000 m <sup>2</sup>
	51.87	558.31	49.58	533.67
Revenue <sup>6</sup> intensity	MWh / \$M revenue	mt CO <sub>2</sub> e / \$M revenue	MWh / \$M revenue	mt CO <sub>2</sub> e / \$M revenue
	128	57	117	47

<sup>5</sup> Facilities, energy and emissions data reflect calendar years. Facilities count may include those not yet open or later closed.

<sup>6</sup> Electricity and emissions data applied to fiscal year revenue.

ENERGY CONSUMPTION SUMMARY	2020		2021	
	TOTAL (MWH)	TOTAL (GJ)	TOTAL (MWH)	TOTAL (GJ)
Diesel (backup generators)	73	262	130	468
Propane (LPG)	98	353	1,941	6,986
Electricity	2,553,207	9,190,810	2,527,022	9,096,553
Natural gas	423,145	1,523,199	509,181	1,832,384
Jet fuel	6,032	21,714	5,772	20,776
Diesel (yard trucks)	17,633	63,475	5,752	20,707
Steam	449	1,616	522	1,878
Propane in stores	16,788	60,432	18,088	65,110
Gasoline	-	-	867	3,120
Welding gas	-	-	2	6



<b>GREENHOUSE GAS EMISSIONS (mt CO<sub>2</sub>e)</b>		
	2020	2021
<b>SCOPE 1 EMISSIONS</b>		
Mobile combustion	6,010	3,570
Stationary combustion	79,478	92,480
Fugitive emissions	154,216	116,353
<b>Total Scope 1 emissions</b>	<b>239,704</b>	<b>212,403</b>
<b>SCOPE 2 EMISSIONS</b>		
Scope 2 (Location-based method)	1,132,928	930,829
Scope 2 (Market-based method)	1,111,385	1,035,337
<b>Total Scope 1 and 2 emissions (MBM)</b>	<b>1,351,089</b>	<b>1,247,740</b>
<b>SCOPE 3 EMISSIONS (FROM AVAILABLE DATA)<sup>7</sup></b>		
Purchased goods and services	4,644,970	5,469,787
Upstream transportation and distribution	840,191	706,312
Business travel	1,236	2,492
<b>Total Scope 3 Emissions</b>	<b>5,486,397</b>	<b>6,178,591</b>

We used the guidance outlined in the World Resource Institute (WRI) and the World Business Council for Sustainable Development's (WBCSD) GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) to calculate the Scope 1 and 2 emissions generated by our facilities.

Through this assessment, we calculated the GHG emissions associated with the natural gas and other fuels we use for heating and cooling our facilities, for backup generators, and for our vehicles (leased vehicles and distribution center equipment), as well as the refrigerants used in refrigerators and coolers (Scope 1 emissions). In addition, we calculated the GHG emissions associated with the electricity we purchase to power our stores, DCs and SSC. GHG emissions are reported in metric tons of CO<sub>2</sub>e (mt CO<sub>2</sub>e). We calculate energy and emissions based on actual data when available. When actual consumption data is not available, we estimate using square footage or spend intensity factors by facility type. For Scope 3 emissions, we followed guidance outlined in the GHG Protocol Corporate Value Chain Accounting Reporting Standard.

<sup>7</sup> We are in the process of developing our Scope 3 emissions baseline of all significant categories. For 2021, Category 11: use of sold products and Category 12: end of life treatment of sold products were not calculated due to lack of data availability. Improvements in data availability are reflected as part of year-over-year changes.

## Appendix B: TCFD

The following material discusses our approach for evaluating and managing climate change risks and opportunities and is guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We are working towards disclosure that reflects the recommendations of the TCFD, across its four pillars: (1) governance, (2) strategy, (3) risk management, and (4) metrics and targets.

### Governance

The Sustainability and Corporate Social Responsibility Committee (SCSRC) of our Board of Directors has a key role in the oversight of environmental and sustainability matters affecting the company. The SCSRC's primary responsibilities are to oversee the company's overall environmental and sustainability strategy, develop and recommend appropriate policies and procedures to the Board of Directors, oversee the company's systems for evaluating material risks and opportunities related to environmental and sustainability matters, and oversee the company's approach to shareholder and stakeholder engagement on such matters. The SCSRC of our Board of Directors meets at least twice a year to review ESG matters.

Our Chief Legal Officer is responsible for managing our overall environmental sustainability strategy, including climate change. The Chief Legal Officer periodically reports on progress to both the SCSRC and the Board of Directors. Our Board of Directors is kept informed of environmental and sustainability risks to the business and approves our environmental and sustainability strategies and policies. The Board of Directors also reviews and approves the company's annual budget, which includes a budget for energy efficiency and climate risk mitigation efforts. The Board of Directors, SCSRC, and our executive leadership team are aware of the potential for climate change impacts to our business and are beginning to evaluate climate change risk and opportunities in light of the recommendations of the TCFD.

In 2020, we established an executive Sustainability Committee that includes key leaders from various departments in the company. This Committee is responsible for providing executive oversight of the company's progress on meeting our sustainability goals and objectives.

**For additional information on our governance policies and practices, please see the [Governance and Ethics](#) section of this report.**

## Risk Management

In early 2021, we assembled a cross-functional senior leadership group with representation from Real Estate, Operations, Property Management, Finance, Legal, Human Resources, Product Procurement, Transportation, Governance, Engineering, and Logistics who assessed how we may be impacted by the physical risks of climate change and the transition to a low-carbon economy and supported the development of our first generation of climate goals.

Based on our initial assessment, our most significant risk is the higher cost of goods from our suppliers due to the impacts of a carbon price. As a value retailer, any significant increase in the cost of goods we buy will affect our ability to serve our customers. We note below other climate change risks associated with potential operational and market changes. We plan to reassess climate-related risks and opportunities through our executive Sustainability Committee, as we work on detailing the Committee's roles and responsibilities in relation to climate risks and opportunities management.

**Table 1. Climate Change risks that could impact our business and value chain**

<b>RISK</b>	<b>POTENTIAL IMPACT</b>
<b>REGULATION</b>	<p>Environmental regulation relating to store and distribution center operations and products could increase our operating and merchandising costs, which could result in lower demand for our products.</p> <p>These regulations may include, but are not limited to, hazardous waste, recycling, single-use plastics, Extended Producer Responsibility, use of refrigerants, carbon pricing or tax, product efficiency standards and product labeling. These regulations also create potential opportunities for increased sales of higher efficiency or more sustainable products.</p>
<b>MARKET</b>	<p>Climate change may drive an increase in demand for more sustainable, energy-efficient products, or preferences to purchase from companies that prioritize sustainability.</p>
<b>REPUTATION</b>	<p>As a customer-oriented, value-driven company, our reputation among customers and the people in the communities we serve is important to us. We desire to have the reputation of being a dependable supplier of products that meet or exceed regulatory, legal, and, where applicable, industry standards.</p>
<b>PHYSICAL ACUTE</b>	<p>We may experience increased severity and frequency of extreme weather events such as cyclones, hurricanes, tornadoes and floods. Extreme and unpredictable weather events and patterns may increase operating costs, disrupt our supply chain, change customer buying patterns, result in store closures and impede physical access to our stores.</p>
<b>PHYSICAL CHRONIC</b>	<p>Changes in average temperatures may lead to higher operating costs.</p>

<sup>7</sup> Physical risks relate to the chronic or acute changes of climate change, such as temperature and sea-level rise and extreme weather events. Transition risks arise from policy changes, technological innovations, market changes, and other factors that result from the transition to a low-carbon future. We considered events and risks within a 10-year time horizon.

## Strategy

As a value retailer, climate change may impact many aspects of our business, from our products and operations to our supply chain and reputation. Table 2 presents how we have addressed climate change impacts to date, or how we plan to address climate change impacts on our business in the near-term. We have not performed a climate-related scenario analysis to inform our strategy, but we anticipate undertaking an assessment in the future to consider the impact of climate-related risks and opportunities on our business, strategy and financial planning process over the short, medium, and long-term time horizons.

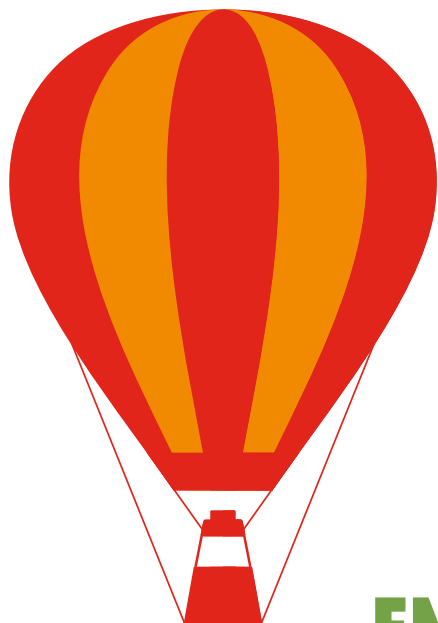
**Table 2. Actions taken to address potential climate change risks and opportunities**

VALUE CHAIN	POTENTIAL IMPACT ON OUR BUSINESS	ACTIONS OR PLANS TO ADDRESS RISK AND OPPORTUNITY
PRODUCTS	<p>The increased cost of goods due to regulation or supply chain disruptions could impact our ability to keep product prices low.</p> <p>Customer preference may shift to favor companies that provide more sustainable product offerings.</p>	<p>Improved our understanding of our Scope 3 emissions to identify the product categories associated with the highest GHG emissions along their lifecycle.</p> <p>Opportunities to expand the number of products that are energy efficient to help our customers lead more sustainable lifestyles. We have increased our offerings of products to help customers live more sustainably.</p>
OPERATIONS	<p>Extreme weather events could cause temporary closure of our stores and distribution centers or could impact the ability of our consumers to travel to our stores.</p> <p>We recognize sea level rise and rising temperatures as a possibility but determined these risks to be low risk for our business.</p> <p>Regulation may increase the cost of operating our stores due to higher energy costs.</p>	<p>We consider the impacts of extreme weather events in our risk assessment and disaster planning process for stores and critical infrastructure. In planning for extreme weather events where an extended electrical power outage is expected (including outages resulting from California's new Public Safety Power Shutoff program to prevent wildfires), stores prepare by adding dry ice to the freezers and coolers to avoid shrink in perishable products.</p> <p>An expanded e-commerce presence will reduce disruptions to consumers accessing our stores.</p> <p>We have invested significantly in making our stores, distribution centers and SSC more energy efficient. These investments include upgrading to LED lighting, implementing an energy management system, replacing freezers and coolers, completing HVAC and boiler upgrades and optimizing the design for new stores. The prioritization of these efforts is influenced by increased efficiencies and lower costs.</p> <p>See <b>GHG Reductions in our Operations and Value Chain</b> section for our energy efficiency efforts in 2021.</p> <p>Our efficiency standard for all new stores will drive further consistency and improved environmental performance across our portfolio of stores, even as we continue to grow. For a description of the efficiency standard, see the <b>Dollar Tree In-Store Energy Efficiency Standard</b>.</p> <p>We are also exploring the feasibility of securing renewable energy for our stores through on-site solar installations and purchasing solar-generated electrical energy. See <b>Renewable Energy</b>.</p>
SUPPLY CHAIN AND VALUE CHAIN	<p>Increased frequency and severity of extreme weather events may damage supplier manufacturing facilities.</p> <p>Regulation may increase the cost of producing goods sold.</p>	<p>We consider the impacts of extreme weather events in our supply chain. Resilience is built into our supply chain through our diverse base of suppliers and portfolio of products.</p>
REPUTATION	<p>Negative reputation from stakeholders as a result of perceived inadequate action on climate change.</p>	<p>We enhanced our sustainability reporting including disclosure of our carbon footprint, GHG reduction initiatives and GHG goals.</p> <p>We updated our <b>Environmental Policy in April 2020</b>.</p> <p>In 2021, we joined the Virginia Corporate Sustainability and Environmental Executive Committee to collaborate with leading businesses in Virginia to advance sustainability initiatives that promote long-term economic success.</p>



## **Metrics and Targets**

We are pleased to report our progress on our climate goals. For further details about our goals and metrics, see the [Climate Change](#) section and [Appendix A](#) of this report.



**TWO BRANDS,  
ENDLESS POSSIBILITIES**

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