



November 2, 2023

Michael Calbert  
Chairman of the Board  
Dollar General Corporation  
100 Mission Ridge  
Goodlettsville, TN 37072

Dear Mr. Calbert:

On May 31, 2023, at the Dollar General Annual Meeting, 67.7% of investors voted in favor of a shareholder proposal requesting “an independent third-party audit on the impact of the company’s policies and practices on the safety and well-being of workers. A report on the audit, prepared at reasonable cost and omitting proprietary information, should be made available on the company’s website.”

It is our understanding that Dollar General has not yet provided any explicit information, either publicly or to the proponents of the proposal, about the company’s plans to conduct the audit and implement the majority supported proposal. Thus far, the proponents’ requests to meet with members of the Board of Directors or management to discuss the company’s plans for implementation of the proposal have been denied. We would like to schedule a meeting with you and other appropriate Board members to ensure the implementation of the proposal is aligned with investor priorities and to share our perspective on the process of conducting the independent audit.

We believe this majority vote reflects a strongly held investor belief that protection of worker health and safety is fundamental to Dollar General’s long-term financial success and shareholder interests, and the audit will provide meaningful insights to help maintain long-term shareholder value and competitiveness. To that end, we encourage the board to engage in this process, for Dollar General to move quickly to implement the audit, and to regularly publicly disclose its progress, while noting the need to avoid privileged or proprietary information, to address shareholder concerns expressed through this vote.

We offer the following recommendations to ensure that the audit is effectively carried out and can inform appropriate solutions to improve worker health and safety:

- Clarify the role of the Board of Directors in oversight of the implementation of the proposal and designate certain directors or committees with this responsibility.
- In selecting the audit firm to conduct the worker health and safety audit, Dollar General should ensure they are independent, have adequate competency on worker health and safety, and qualifications and expertise to evaluate management and business practices that contribute to an unsafe or violent environment, including staffing capacity.
- As requested by the proposal, the auditor should undertake “meaningful consultation with workers and customers to inform appropriate solutions”. The auditor should adopt appropriate practices as needed to facilitate meaningful participation of employees and other key stakeholders in the audit process.

- The audit should be conducted in a timely manner, noting that employees experience daily, serious health and safety risks, documented by a government regulator, and frequent incidents of violence in the stores, which sadly resulted recently in the death of an employee and customers in a Dollar General store.
- The auditor’s final report should be made public.
- The auditor’s final report should include complete “recommendations for actions and regular reporting with progress on identified actions.”
- We recognize that certain information may need to be redacted or excluded in order to protect attorney-client privilege, but this should not interfere with the ability of Dollar General to provide updates on the status of the audit, consult with stakeholders, or publicly disclose the findings of the audit.
- Dollar General should have at least two meetings with representatives of the undersigned to provide updates as the audit is being performed and the report is finalized. One of these meetings should include a director with oversight responsibilities over the audit.

We are eager to maintain communication with the company as you seek to implement the proposal and welcome the opportunity to provide input, recommendations, and resources, to help ensure that the implementation of the proposal is responsive to investor priorities. We look forward to your response by December 10, 2023. Please contact Mary Beth Gallagher, Director of Engagement at Domini Impact Investments at [mgallagher@domini.com](mailto:mgallagher@domini.com) or 212-217-1027, who will coordinate among the undersigned shareholders.

Sincerely,

**Mary Beth Gallagher**

Director of Engagement, Domini Impact Investments, LLC

Adasina Social Capital

Adrian Dominican Sisters, Portfolio Advisory Board

AFL-CIO

Augustine Asset management

Christian Church Foundation, Inc.

CommonSpirit Health

Congregation of St. Joseph

CorpGov.net

Dominican Sisters ~ Grand Rapids

Dominican Sisters of Sparkill

Everence and the Praxis Mutual Funds

First Affirmative

Friends Fiduciary Corporation

JLens

Mercy Investment Services, Inc.

Öhman Fonder

Rathbones Group Plc

Region VI Coalition for Responsible Investment

Service Employees International Union

SHARE

Sisters of Charity of Saint Elizabeth

Sisters of St. Joseph of Peace

Sisters of the Humility of Mary

cc: Todd Vasos, Chief Executive Officer

SOC Investment Group

Socially Responsible Investment Coalition

Storebrand Asset Management

Trinity Health

Wespath Benefits and Investments