



# FOR LIFE OUT HERE™

2020 Environmental, Social and Governance Tear Sheet



# To our stakeholders,

Tractor Supply Company is passionate about Life Out Here. We are committed to living our Mission and Values to ensure a sustainable future for our stakeholders: Team Members, customers, communities, vendors, suppliers and shareholders. Our Stewardship Program, launched in 2008, has evolved and grown into a broader focus on environmental, social and governance (ESG) issues.

The health and safety of our Team Members and customers has always been a top priority for Tractor Supply, but this took on a new meaning in 2020. Our actions as a company in 2020 reflected our Mission and Values. As an essential retailer serving the needs of our customers to care for their land, pets and animals and homes, our stores stayed open throughout the initial surge of the pandemic. We quickly adopted best practices and took steps to proactively communicate how we were keeping people safe. We focused on taking care of our more than 42,000 Team Members first, so they could, in turn, take care of our customers.

We did the “right thing” by providing paid sick leave for all Team Members affected by COVID-19, paying appreciation bonuses and implementing permanent wage increases for our frontline Team Members. We supported disaster relief for communities impacted by wildfires, tornadoes and a record Atlantic hurricane season.

We are proud of the progress that is reflected in our 2020 Environmental, Social and Governance Tear Sheet. Some of our accomplishments include:

- Reduced our carbon emissions per square foot by 34.8% from 2015 baseline, exceeding our target of a 25% reduction by 2025
- Decreased carbon emissions per million dollars of revenue by 52% from 2015 baseline
- Completed inaugural CDP reporting and published a Task Force on Climate-related Financial Disclosures (TCFD) report
- Established our inaugural Diversity, Equity and Inclusion (DE&I) Council and Committee and provided training on unconscious bias for 40,000 Team Members
- Expanded the diversity of our Board of Directors, which now includes four women and three ethnic minorities
- Achieved a goal of three women on our Executive Committee
- Added a new parental leave policy offering six weeks of paid leave for full-time Team Members to care for a new family member regardless of how the child enters the family
- Donated more than \$12 million to our communities and organizations, including \$4 million to establish the Tractor Supply Company Foundation
- Joined the American Connection Project Broadband Coalition to bring high-speed internet infrastructure to rural areas. Tractor Supply Company donated \$1 million to support this initiative and added free Wi-Fi service to more than 1,400 of our store parking lots

For more than 80 years, Tractor Supply has been committed to continually improving. Our ESG journey is no different. Later this year, we are committed to establishing new multiyear goals in the important area of greenhouse gas emission reductions and specific strategic commitments to support and advance underrepresented groups across our workforce, vendors, suppliers and communities. These goals will be meaningful to our business and will support our commitment to drive positive environmental and social change within Tractor Supply and our communities.

I invite you to read our 2020 ESG Tear Sheet and review the progress we made during a challenging year. We will continue to do “the right thing” and enhance our commitment to improved ESG performance going forward. We look forward to sharing our journey with you in the years to come.

Sincerely,



**Hal Lawton**  
President and Chief Executive Officer

The following tear sheets contain disclosure of relevant environmental, social and governance (ESG) metrics to Tractor Supply Company's business, including select metrics from the Sustainability Accounting Standards Board (SASB) standards for the Consumer Goods—Multiline and Specialty Retailers and Distributors and Consumer Goods—Apparel, Accessories and Footwear sectors. We also believe that our Stewardship Program helps support the achievement of six of the United Nations Sustainable Development Goals (UN SDGs). This document covers the period Jan. 1, 2020 through Dec. 31, 2020, unless otherwise noted.



## About Us

Tractor Supply Company, the largest rural lifestyle retailer in the United States, has been passionate about serving our unique niche, targeting the needs of recreational farmers, ranchers and all those who enjoy living the rural lifestyle, for more than 80 years.

Tractor Supply offers an extensive mix of products necessary to care for home, land, pets and animals with a focus on product localization, exclusive brands and legendary customer service that addresses the needs of the Out Here lifestyle. With over 42,000 Team Members, the Company leverages our physical store assets with digital capabilities to offer customers the convenience of purchasing products they need anytime, anywhere and any way they choose at the everyday low prices they deserve. On December 26, 2020, the Company operated 1,923 Tractor Supply stores in 49 states and an e-commerce website at [www.TractorSupply.com](http://www.TractorSupply.com).

Tractor Supply Company also owns and operates Petsense, a small-box pet specialty supply retailer focused on meeting the needs of pet owners, primarily in small and mid-size communities, and offering a variety of pet products and services. On December 26, 2020, the Company operated 182 Petsense stores in 25 states. For more information on Petsense, visit [www.Petsense.com](http://www.Petsense.com).

## Tractor Supply's ESG Program Overview

Tractor Supply launched its Stewardship Program in 2008 with a focus on minimizing its environmental impact while serving its customers. As a process of continuous improvement, this commitment to sustainability has expanded over time to focus on broader ESG issues. Despite the challenges of 2020, Tractor Supply increased transparency and disclosure on its environmental operations, commitment to racial equality, community giving and governance practices for long-term shareholder value creation.

Tractor Supply's Board of Directors believes that good corporate governance is essential to ensure that the Company is managed for the long-term benefit of its stakeholders. We continually review our corporate governance policies and practices and strive to maintain best practices relative to other publicly traded companies. We have an independent Chairman of the Board who approves board meeting agendas and leads meetings of the Board. Each of our directors is elected annually by a majority of our shareholders and, other than our CEO, all meet our independence criteria and that of Nasdaq. As of December 2020, 90% of Tractor Supply's Board of Directors is classified as independent. The composition of our board represents our commitment to diversity, with women comprising 44% of directors and ethnic minorities representing 33% of members. Living sustainably is woven into the culture of Tractor Supply and is fully supported by company management and the Board. Please take a moment to read about the progress we made on our ESG journey in 2020 and our outlook for the future.

## Financial Performance Highlights

### Net Sales

**\$10.62B** (+27.2%)

### Comparable Store Sales

**+23.1%**

### Adjusted EPS Growth\*

**+47.4%**

### New & Reengaged Customers

**+17M**

### Neighbors Club Members

**19M**

### New Team Members

**10,000**

\*Adjusted to exclude non-cash impairment charge – see non-GAAP reconciliation at [IR.TractorSupply.com](http://IR.TractorSupply.com).

# Activity Metrics

Topic	2020	2019	2018
<b>Number of: (1) retail locations and (2) distribution centers</b>			
SASB: CG-MR-000.A			
Tractor Supply Stores	1,923	1,844	1,765
Petsense Stores	182	180	175
Distribution Centers	8	8	8
<b>Total area of (1) retail space and (2) distribution centers (square feet)</b>			
SASB: CG-MR-000.B			
Total Retail Space	47,374,987	44,126,837	42,936,129
Tractor Supply Total Building	46,240,499	43,006,672	41,780,672
Petsense Total Building	1,134,488	1,120,165	1,155,670
Distribution Centers	6,062,263	6,062,263	6,062,263
Square footage of retail space is the size of the total rentable area; the square footage of the entire building including sales floor, core areas, receiving area and excess space.			
<b>Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1</b>	1,764 Tier 1 suppliers	1,730 Tier 1 suppliers	1,721 Tier 1 suppliers
SASB: CG-AA-000.A			
<b>Employees (FT)</b>	20,000	16,000	15,000
<b>Net Sales (\$mm)</b>	\$10,620,352	\$8,351,931	\$7,911,046





# ENVIRONMENT

12 RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



13 CLIMATE  
ACTION



# Policies

## Topic

## Information

Environmental policy

[Environmental Policy](#)

## Energy Management in Retail & Distribution: Greenhouse Gas Emissions

Topic	2020	2019	2018
<b>Total energy consumed (gigajoules)</b>	2,673,633	2,663,184	2,591,824
Tractor Supply Company	2,589,461	2,577,432	2,509,503
Petsense	84,172	85,752	82,321
	<p>Retail store square footage increased 7.4% in 2020.</p> <p>In 2019, there was an increase of 4.3% in retail store square footage.</p> <p>In 2018, there was an increase in distribution center square footage of 17% and 4.9% in retail sales floor square footage.</p>		
<b>Percentage of total energy consumed supplied from grid electricity* (%)</b>	58.1%	55.2%	54.5%
<b>Percentage renewables** (%)</b>	1.1%	0.5%	0%
SASB: CG-MR-130a.1	<p>Energy derived from renewables refers to renewable energy specifically contracted by Tractor Supply either in a purchase or operation of solar, geothermal, etc.</p>		
<b>Renewable energy strategy</b>	<p>Tractor Supply actively seeks to procure renewable energy. We have a two-year contract (2019 and 2020) for electric supply for stores in Pennsylvania where Tractor Supply purchased 3,546 in Renewable Energy Certificates (RECs). The renewable energy use in kWh's in 2019 converts to 6,383 gigajoules.</p> <p>In addition, we executed an agreement for approximately 32 Tractor Supply retail locations served by Dominion Virginia Power for 100% renewable energy. This agreement started in February 2020 and runs through January 2023. The annual volume is 6,000,000 kWh, and this converts to 21,600 gigajoules per year, or 1% of the 2019 total energy consumed.</p>		

\*The 2019 tear sheet reported grid electricity sourced as a percentage of total electricity consumed. The 2020 tear sheet reflects a metric of grid electricity sourced as a percentage of total energy consumed.

\*\*The 2019 tear sheet reported renewable electricity sourced as a percentage of electricity consumed. The 2020 tear sheet reflects a metric of renewable electricity sourced as a percentage of total energy consumed.



Topic	2020	2019	2018
Scope 1 emissions (metric tons CO2e)	63,622	67,375	66,686
Scope 2 emissions (metric tons CO2e)	185,409	189,108	189,486
Scope 3 emissions (metric tons CO2e)	The Company continues to develop our inventory and data capture of Scope 3 emissions.		
Emissions intensity (Scope 1 and 2 MTCO2e/ 1,000 Cal. Norm SqFt)	4.66	5.00	5.13
Emissions intensity (Scope 1 and 2 MTCO2e/ Total Revenue (millions))	23.45	30.71	32.39

#### Energy and GHG emissions reduction efforts

Tractor Supply announced in December 2018 a goal to reduce carbon emissions from our facilities by 25% (measured by market-based Scope 1 and 2 emissions in metric tons CO2e emissions per thousand square feet) by 2025 from our 2015 baseline as a part of the Company's Stewardship Program. In 2020, we reported that we exceeded our target five years ahead of schedule with a 34.8% reduction. Over the same timeline, market-based scope 1 and 2 emissions per million dollars of revenue went down by 52%.

Tractor Supply is actively pursuing opportunities to procure renewable energy. This is for both states where there is an active electric deregulation market as well as those where 'Green Tariffs' make for an appropriate selection. From late 2020 through 2021, a large portion of our current energy contracts will be open for renewal in the 11 states with an active electricity market. The target goal for a baseline of renewable energy in those markets is 80,000,000 kWh. In 2019, renewable energy usage totaled 3,600,000 kWh. Also currently being evaluated are Community Solar Programs, Power Purchase Agreements (PPAs) and Virtual Power Purchase Agreements (VPPAs).

Tractor Supply has constructed three major facilities that were awarded LEED® Silver Certification. These energy-efficient facilities include our Store Support Center in Brentwood, Tenn. (260,000 square feet), and our distribution centers in Casa Grande, Ariz. (650,000 square feet), and Frankfort, N.Y. (approximately 930,000 square feet). Our distribution center under construction in Navarre, Ohio, is planned as a LEED® Gold certified facility, expected to enter service in 2022.



Tractor Supply is a member of the Environmental Protection Agency's SmartWay program. This program is focused on reducing our carbon footprint, improving freight efficiency in ways that reduce cost while benefiting the environment and strengthening our nation's economy and energy security. During negotiations with carriers, the SmartWay relationship is discussed in depth and is a crucial factor when considering onboarding a carrier. We are proud to say that in reporting year 2020, 96% of Tractor Supply's carriers were SmartWay carriers, compared to an average of 90% among our peers. Using higher-performing SmartWay carriers is one way that Tractor Supply reduces our total emissions. Going forward, we will require all carriers we work with to be SmartWay certified.



# Water Usage

Topic	2020	2019	2018
Total water withdrawn (cubic meters)	980,244	875,390	930,871
Tractor Supply Company	950,126	848,120	903,228
Petsense	30,117	27,270	27,643
Water withdrawn intensity (cubic meters/employee)	23.29	27.35	30.50
Water use reduction efforts	<p>Our operations do not consume a significant amount of water. We monitor water consumption in our stores to identify anomalies in water usage. In addition, in high or extremely high-water stress areas of the United States, we work with local water utility companies to ensure we are using water efficiently and responsibly.</p> <p>We engage in company-wide initiatives to reduce our water usage, including the use of low-flow devices which require 25% less water than regular flow fixtures and timely repairs of water leaks. When high-usage stores are identified via the bill pay platform, the store is contacted by the local utility to identify the source of the leak and make timely repairs.</p>		

# Waste & Recycling

Topic	2020	2019	2018
Recycling			
Battery (number)	Approx. 435,000	Approx. 438,000	-
Used Oil (gallons)	102,395	88,544	92,745
Cardboard (tons)	25,313	17,560	-
Wood Pallet (number)	4.1 million	3.3 million	-
Solid waste	Tractor Supply uses a third-party vendor to manage the disposal of solid waste and recycling efforts unless required to use services provided by local municipalities. The Company requires solid waste service providers to adhere to federal and state solid waste regulations.		
Hazardous waste	Tractor Supply sells a wide variety of consumer products. Some of the products we sell, when returned by customers or accidentally spilled, may become hazardous waste. We developed a hazardous waste management program to ensure unsalable products are properly managed and disposed in accordance with federal and state regulations. This program provides stores and distribution centers with proper waste handling directions. Tractor Supply also has national contracts with licensed waste vendors to ensure the safe transport and disposal of waste managed through this program.		

# Product Sourcing, Packaging & Marketing

## Topic

## Information

**Revenue from products third-party certified to environmental and/or social sustainability standards**

SASB: CG-MR-410a.1

Tractor Supply does not currently track this data.

**Discussion of process to assess and manage risks and/or hazards associated with chemicals in products**

SASB: CG-MR-410a.2

SASB: CG-AA-250a.2

Tractor Supply takes a risk-based approach with guidance from our service providers. Most of the chemical analytical testing we conduct under the Tractor Supply program falls within the 1-star category, which includes all "high risk" or regulatory requirements:

### **Star Level 1: "Must Do"**

These are the federal & state laws that would be considered regulatory requirements such as CPSIA, CFR tests, tests related to recalls, etc.

### **Star Level 2: "Should Do"**

These are tests that are considered industry best practice. These tests may be conducted to ensure that products meet customer expectations for safety and functionality. If Tractor Supply is the importer of record, we require all products to be tested at a certified third-party laboratory for functionality, quality and compliance with federal and state regulations. Products are also tested by third-party labs for transit testing to ensure that the product in our packaged state can sustain the trip through the supply chain and be presented to the customer in safe, salable condition.

**Discussion of strategies to reduce the environmental impact of packaging**

SASB: CG-MR-410a.3

Tractor Supply supports the use of safe and sustainable materials in our product packaging. Suppliers are required to make every effort to use recyclable, compostable or biodegradable packaging component materials. Rigid PVC plastics are not a preferred component in our packaging programs based on recoverability, and alternative solutions are required whenever possible.





# SOCIAL

5 GENDER  
EQUALITY



8 DECENT WORK AND  
ECONOMIC GROWTH



10 REDUCED  
INEQUALITIES



# Policies

## Topic

## Information

### Equal employment policy

At Tractor Supply, we strive to provide a diverse workforce that reflects the communities we serve. Therefore, we are fully committed to complying with all equal employment opportunity laws. Tractor Supply's Equal Employment Policy is disclosed in our [Code of Ethics](#) pg. 103.

# Diversity, Equity and Inclusion

## Topic

## Information

### Diversity, equity and inclusion program

Tractor Supply is committed to providing a welcoming and inclusive environment for our Team Members, customers, suppliers and communities. We welcome different perspectives, ideas and innovative thinking. Our diversity, equity and inclusion programs and initiatives are focused around four pillars, each of which is led by an executive champion:

**Team Members:** Recruit, retain and develop Team Members with backgrounds that reflect the communities we serve. We actively develop and promote the growth of Team Members within Tractor Supply.

**Customers:** Understand our diverse customer base and ensure we are engaging with our customers when, where and how they want to interact with us.

**Communities:** Foster meaningful relationships with community partners and invest in the communities we serve.

**Suppliers:** Established a program to monitor and expand diverse supplier relationships. Ensure our suppliers share our values and respect for human rights.

Governed by our Diversity, Equity and Inclusion Council that our CEO chairs, we also have a number of resource groups available to our Team Members. Our resource groups create communities for those within the targeted demographic and their allies to help make sure Tractor Supply is meeting the needs of all Team Members. In 2020, we held 16 events or programs attended by more than 2,000 Team Members to celebrate diversity observances.





## Topic

## Information

### Percentage of gender and racial/ethnic group representation for (1) management and (2) all other employees

SASB: CG-MR-330a.1

	Executive & Senior Management	Non-Executive Management	Total Employees
Female	21%	34%	49%
Male	79%	66%	51%
Minority	5%	11%	18%

### Total amount of monetary losses as a result of legal proceedings associated with employment discrimination

SASB: CG-MR-330a.2

Approximately \$427,500 in 2020.

### Equitable compensation

Pay equity is very important to Tractor Supply. Each year, Tractor Supply partners with a third-party vendor to conduct a pay equity survey. This survey assesses many individual jobs and looks at age, gender and ethnicity to ensure that we are paying equitably across the organization. Every potential issue is reviewed and adjustments made as necessary to ensure pay equity. For 2021 and future years, we are engaging the third-party vendor to conduct a diversity analysis to help us ensure we are filling roles equitably.

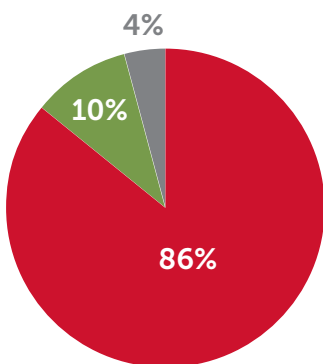
# Employee Recruitment, Engagement & Retention

## Topic

### Employee Engagement Efforts

Tractor Supply conducts an annual employee engagement survey, and we measure engagement using the following categories:

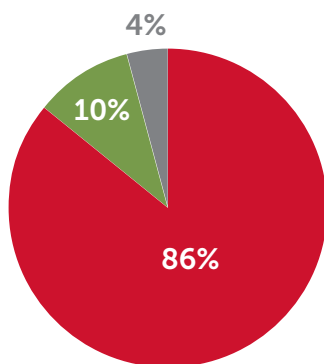
1. Energized at work
2. Intent to remain employed
3. Overall job satisfaction
4. Personally committed
5. Recommend to work



**2020 Tractor Supply and Petsense Combined**

Total Responses: 31,297  
Response Rate: 93%

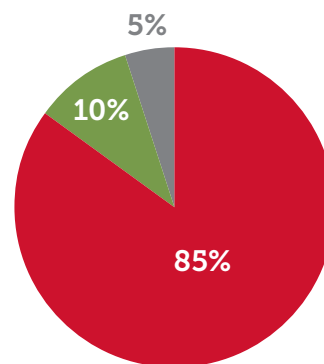
● Engaged ● Passive/Neutral  
● Not Engaged



**2020 Tractor Supply Only**

Total Responses: 30,743  
Response Rate: 95%

● Engaged ● Passive/Neutral  
● Not Engaged



**2020 Petsense Only**

Total Responses: 554  
Response Rate: 42%

● Engaged ● Passive/Neutral  
● Not Engaged

We also engage Team Members by offering competitive benefits. Tractor Supply has an Employee Stock Purchase Plan that is available to all employees to buy stock at a 15% discount. We also offer a 15% merchandise discount to all Team Members. Tractor Supply provides a 401k match to all Team Members after one year of service.

Tractor Supply introduced several enhancements to our compensation and benefits offerings in 2020. All hourly frontline Team Members received a permanent wage increase of at least \$1 per hour, while paid sick time was extended to all full- and part-time Team Members. All COVID-19 testing and healthcare costs were covered 100% by Tractor Supply. Parental leave was enhanced, with six weeks of paid time off to care for a new family member.



**Tractor Supply is a Great Place to Work Certified company for 2020 – 2021**



## Topic

## Information

### Talent development

Tractor Supply conducted approximately 478,000 hours of training for our Team Members in 2020. To protect the health of its Team Members, training was conducted online rather than in person. Talent and Organization Development tracks 30 different types of training offerings in four key areas: Leadership Development, Stores, Store Support Center and Distribution Centers.

Our Leadership Development encompasses emerging leaders, management development, newly hired or promoted managers and new store managers, among many other programs, to help develop perspective skills, leadership competencies, business acumen, conflict resolution, self-awareness and other skills.

For the stores, we offer product knowledge training, soft skills training and leadership development. Certification programs are for Receivers, Team Leaders, Assistant Store Managers and Store Managers in Training. We also have an app "GURA on the Go" for on-demand product knowledge training and a page on our intranet site for vendor-created product knowledge "Learn More Sell More".

For the Store Support Center, we offer a variety of technical skills training, team training and leadership development training. We also host virtual Meet and Greet sessions for our new hires to meet our CEO.

For the distribution centers, the focus is on safety, organization effectiveness and leadership development.

Talent Development & Training Programs	Total Team Member Participants*	Total Hours of Training
Stores	61,394	368,807
Store Support Center	3,581	32,989
Distribution Centers	2,465	8,945
Diversity, Equity & Inclusion	71,528	37,727
Additional Compliance Training	74,000	30,000

\* Includes Team Members who participated in more than one training event or program.

## Topic

## Information

**(1) Average hourly wage and (2) percentage of in-store employees earning minimum wage, by region**

SASB: CG-MR-310a.1

Business Unit	Average Hourly Rate	Count Above Applicable Min Wage	Count at Applicable Min Wage	% at Applicable Min
Tractor Supply Stores	\$13.95	29,057	812	2.7%
Petsense	\$12.47	1,160	29	2.4%
Distribution Centers	\$17.82	3,583	-	0.0%
Total Company	\$14.30	33,800	841	2.4%

**(1) Voluntary and (2) involuntary turnover rate for in-store employees**

SASB: CG-MR-310a.2

Voluntary Turnover Rate – 63%

Involuntary Turnover Rate – 8%

Data reflects full-time and part-time in-store employees and excludes Petsense employees.

**(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals**

SASB: CG-MR-310a.3

	Voluntary	Involuntary
Executives/Senior Manager	8%	2%
Mid-Level Manager	5%	3%
Professional	9%	2%



# Labor Conditions in the Supply Chain

Topic	Information
<p><b>Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor</b></p> <p>SASB: CG-AA-430b.1</p>	<p>All facilities from which we procure product and are the importer of record are subject to Social and Security audits, which are conducted by an independent third party on behalf of Tractor Supply. These social audits are based on the global standard SA8000, which is a leading social certification standard for factories and organizations across the globe, and are conducted using an approach in line with the reference tools developed by the Global Social Compliance Program (GSCP). Security audits ensure compliance with Customs Trade Partnership Against Terrorism (CTPAT) requirements. All auditors are professionally certified and undergo regular training to stay up to date with the latest standards and regulatory requirements.</p> <p>Based on the results of the audit, we may require a follow-up audit within no more than six months. For all audits that result in a follow-up, we require the factory to follow a corrective action plan agreed to with the auditors at the conclusion of the audit.</p> <p>Tractor Supply conducts training where vendors are provided the tools to help address issues that might be discovered during the audits.</p>

**Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits**

SASB: CG-AA-430b.2

**2020 Social Audits:** We had a total of 238 social audits, with an average score of 85%.

Social Audit Results:

- 214 Green (90%)
- 3 Yellow (1%)
- 21 Red (9%)

**2020 Security Audit:** We had a total of 217 audits, with an average score of 81%.

Security Audit Results:

- 171 Green (79%)
- 27 Yellow (12%)
- 19 Red (9%)

In all but two of the 21 Red results, the follow-up social audit resulted in a Green passing score. The two remaining follow-up social audits have not been conducted due to timing issues.

**Corrective Action Plan (CAP) Follow-up:**

All GREEN factories do not require a CAP closure: The plan is approved and signed with auditor on-site during conclusion meeting, and the verification will be done during the next full audit.

All YELLOW factories require a Desktop Review: The evidence is sent to QIMA for review once the CAP is implemented for review and approval. Suppliers will not be able to ship product if non-compliance issues are not resolved in a timely fashion.

All RED factories require a follow-up audit on-site to review the implementation of corrective actions on-site. If a supplier is unable to meet requirements, Tractor Supply will hold shipments from the facility until compliance is achieved.

Tractor Supply conducts supplier training on its compliance program as needed. Additionally, we connect suppliers with our services providers if the suppliers are struggling in areas of lab testing or social audit and security audits. This has proved successful in resolving supplier deficiencies.

**Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain**

SASB: CG-AA-430b.3

Tractor Supply has identified the following environmental and social risks in our supply chain:

- **Working Hours & Wages:** These risks include the potential for violations of wage and hour laws and regulations.
- **Environmental Risks:** These risks include noncompliance with environmental permits, unsafe levels of air and water pollution, improper management of hazardous substances and wastewater, and solid waste disposal violations.
- **Health & Safety:** The potential for lack of awareness by factory owners and workers of health and safety risks and conditions, including unsafe building and occupational safety hazards.

# Community Involvement

## Topic

## Information

### Charitable giving & communities

Tractor Supply focuses our community giving efforts on causes that are important to our customers and Team Members. We have disclosed these areas of focus and examples of ways we support each of these categories on our [Corporate website](#). In 2020, we contributed over \$12 million in charitable donations, including \$4 million to establish the Tractor Supply Company Foundation, through direct giving, sponsorships, fundraisers and more. Our four areas of focus include:

- Agriculture
- Pets and Animals
- Community
- Veterans Causes

Specific program donation disclosure, as seen on our [Corporate website](#):

- 4-H - Over \$1 million donated in 2020.
- FFA - Over \$12.5 million donated since partnership began in 1985.
- United Way - Donation match program (\$.50 for every \$1) by Team Members at the Store Support Center; raised nearly \$800K in 2020 United Way Campaign.
- American Connection Project Broadband Coalition - Pledged up to \$1 million to support broadband improvements in rural areas, providing free Wi-Fi access from more than 1,400 store parking lots.
- Military-based programs and initiatives for veterans can be found on our [Corporate website](#).

### Employee volunteerism

Team Members across the Company have a heart for service and give hundreds of hours of their time to their individual communities each year through farmers markets, 4-H, FFA and various other local events and community projects. The Neighbors Helping Neighbors Volunteer Program allows Team Members at the Store Support Center to take up to eight hours of PTO each year for volunteering. In 2019, Tractor Supply Team Members spent over 117,000 hours volunteering in their communities. Due to the COVID-19 pandemic in 2020, many events were canceled or postponed, greatly reducing volunteer opportunities for our Team Members. We encourage our Team Members to volunteer their time again when it is safe for them to do so.





# GOVERNANCE

8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



# Policies

## Topic

## Information

Human rights policy	Tractor Supply is committed to ensuring fair and safe working conditions throughout our business. Please see the Conduct in the Workplace section of our <a href="#">Code of Ethics</a> and our <a href="#">Vendor Policies</a> .
Code of business conduct and ethics	<a href="#">Code of Ethics</a>
Supply chain policy	<a href="#">Vendor Policies</a>
Anti-bribery & corruption policy	<a href="#">Code of Ethics</a> , pg. 110
Whistleblower policy	Tractor Supply has a 24/7 "Out Here" hotline for whistleblowers and also a secure website that is completely anonymous and has a stated <a href="#">no-retaliation policy</a> that is also available in Spanish and Chinese.
Political contributions/lobbying expenditures policy	<p><a href="#">Political Contributions Policy</a></p> <p>The Company, like many businesses, belongs to industry or trade associations that may engage in lobbying activities to support initiatives relevant to our business and the retail industry. The aggregate amount of membership dues paid to industry or trade associations in 2020 was \$275,000, of which 42% was used for nondeductible lobbying and political expenditures based on information obtained from these organizations. The total payments to these organizations represented approximately 0.003% of the Company's fiscal 2020 annual sales.</p> <p>A <a href="#">report</a> on the Company's memberships and contributions to industry and trade associations is prepared and presented to the Company's Corporate Governance Committee. The report is updated semi-annually and is available on the Company's <a href="#">website</a>.</p>
Conflict minerals policy	Tractor Supply <a href="#">Conflict Minerals Policy</a> and 2019 <a href="#">Conflict Minerals Report</a> .

# Data Security

## Topic

## Information

<p>Description of approach to identifying and addressing data security risks</p> <p>SASB: CG-MR-230a.1</p>	Tractor Supply's legendary customer service depends on technology, so we manage the technology risks arising from threats to our data and systems and vulnerabilities in technology. Following a modern standards-based framework, our Information Security team analyzes and addresses technology risk throughout the retail value chain, and residual risk is regularly reviewed. We evaluate the risk of service providers and suppliers annually to minimize business disruption so we can be a dependable supplier to our customers. Our IT governance procedures ensure our policies and procedures are accurate, up-to-date and consistent. We regularly train our Team Members, so they know their role in protecting our customers and our company.
<p>(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected</p> <p>SASB: CG-MR-230a.2</p>	Tractor Supply has not experienced a reportable data breach.

# Corporate Governance Best Practices

## Board Composition Highlights

### Independence

Independent

**89%**

### Tenure

0-4 Years

**5** Directors

5-9 Years

**2** Directors

10+ Years

**2** Directors

### Age

≤60 Years

**5** Directors

≤61 Years

**4** Directors

Average Age

**57**

### Diversity

Women

**4** Directors

Minority

**3** Directors

Total Diversity

**67%**

## Best Practices

Shareholder engagement program	Yes
Board oversight of ESG	Yes
Board oversight of corporate strategy and risk	Yes
Stock ownership guidelines for executive officers and directors	Yes
Continuing education for directors and orientating for new directors	Yes
Mandatory retirement age	72
Link pay to performance through performance-based restricted share units (PSU)	Yes



## Independence

Independent Lead Director	Yes
100% standing Board Committee membership independence	Yes

## Accountability

Annual election of all directors	Yes
Annual Board and Committee self-evaluation	Yes
Annual evaluation of CEO by independent directors	Yes
Clawback policy	Yes
Resignation policy	Yes

## Shareholder Rights

Poison pill	No
One-share, one-vote	Yes
Majority director voting standard	Yes
Simple majority vote standard for bylaw amendments	Yes
Right to call a special meeting	Yes





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