

A fresh TAKE ON SUSTAINABILITY





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A LETTER FROM *our* PRESIDENT AND CEO



For more than 50 years, Red Robin has been guided by a passion to serve delicious, gourmet burgers, unbridled hospitality and bottomless fun for generations of Guests, while fostering opportunity, individuality and a sense of pride in the thousands of Team Members we employ.

A transformational year for our company, 2023 reaffirmed this mission. In January of 2023, we introduced our North Star comeback plan, aimed at driving long-term shareholder value and delivering a strong and sustainable future for Red Robin. Our plan is rooted in the fundamentals – creating a great place for our Team Members to thrive and our Guests to enjoy – while being responsible stewards of our business and the communities we serve.

While there’s more work to be done, we’re energized and encouraged by what we’ve accomplished so far. Our 2023 Sustainability Report highlights these actions and the progress we’ve made toward our environmental, social and governance (ESG) goals.

Over the past year, we’ve made intentional improvements to how we staff, train, reward and develop our people – the most important ingredient to Red Robin’s success – to empower our Team Members and retain the best talent possible. We also took significant steps to raise the quality of our ingredients, improving approximately 85% of our menu with thicker, juicier burgers, higher-quality, hand-prepped produce, better sauces and much more to live up to our gourmet burger promise and provide our Guests with flavor, choice and value. We also continued to make progress on our sustainable sourcing initiatives within our supply chain, while

increasing recyclable packaging and taking steps to reduce our environmental impact. We created new forums for open communication and feedback, which empowered our teams with a voice in shaping our future and increased diverse representation among our leadership team, all toward our goal of being an employer of choice.

Importantly, we also reinvested in our communities, empowering our restaurants to get involved and give back. Enthusiastically, they answered the call, more than doubling the number of fundraisers we hosted in our restaurants over 2022 to benefit schools and community groups, while we also embarked on two record-breaking partnerships, with Make-A-Wish® and Blessings in a Backpack, to provide hope and support to children who need it most.

Nearly two years into my journey as President and CEO of Red Robin, I’m more enthusiastic than ever about the present and future of our iconic brand and what we can achieve together to ensure a thriving, responsible and sustainable business for decades to come. At the end of the day, true hospitality is about taking care of people, and taking care of our teams and communities will continue to guide our way at Red Robin.

To our Team Members, Vendor Partners and Guests, thank you for being part of our comeback journey. We look forward to seeing you in our restaurants soon.

A handwritten signature in black ink, appearing to read 'G.J. Hart'.

President and CEO
G.J. Hart

WHO *we* ARE

From our beginnings in Seattle, Washington, in 1969, to operating more than 500 restaurants across the U.S. and Canada today, Red Robin® has been proud to serve imaginative gourmet burgers and bottomless fun to generations of hungry Guests.

Our People

Our people are the foundation of our success. We aim to be an inclusive employer of choice by encouraging diversity and offering competitive pay and rewarding career paths. We strive to employ Team Members who are a reflection of our Guests and the communities we serve.

Our Mission

Serve Our Guests Awesome American Food and Bottomless Fun

Our Vision

Be the Most Loved Restaurant Brand in the Communities We Serve

Our Values

BOTTOMLESS FUN

From our unique art, to our iconic mascot, to our endless fries – we like to have fun. Our playful attitude impacts all aspects of our business, ensuring both Team Members and Guests have a great time.

UNBRIDLED GENEROSITY

By providing boundless kindness, abundance in service and a “do-whatever-it-takes” attitude and hospitality, our Team Members are equipped and excited to care for our Guests.

INTEGRITY & HIGH PERFORMANCE

Our actions are driven by unwavering integrity, setting a new benchmark for high performance, ensuring excellence in our endeavors and fostering a culture of trust and excellence.

WINNING TOGETHER

Our values are underpinned by the concept of “Winning Together.” In addition to creating memorable experiences for families and friends around our table, we are always looking for ways that we can be better for our Team Members, our communities and this planet we call home.



Our Locations

We operate 506 Red Robin restaurants in 44 U.S. states and 1 Canadian province.

506
restaurants

415
company-owned

91
franchisee-operated

2023 PERFORMANCE AND *Highlights*



People

\$14.7M

in emergency funds donated to Team Members through the Red Robin Giving Fund since 2006

36

average hours of training per Team Member

\$478K

raised by schools and community groups through fundraisers and donation drives at our restaurants



Product

100%

all-natural, domestic, USDA-inspected beef, free of preservatives and artificial and added ingredients. Fresh, never frozen

100%

of chicken is raised cage free with no added hormones or steroids

100%

of suppliers are audited by third-party food safety agencies to verify adherence to industry standards

Place

91%

of packaging is reusable, recyclable and / or compostable

100%

of company-owned restaurants recycle fryer oil, keeping it out of the waste stream and making it available as an alternative fuel



Governance

37.5%

of our Board members are women¹

LOW

relative risk ISS Governance Quality Score²

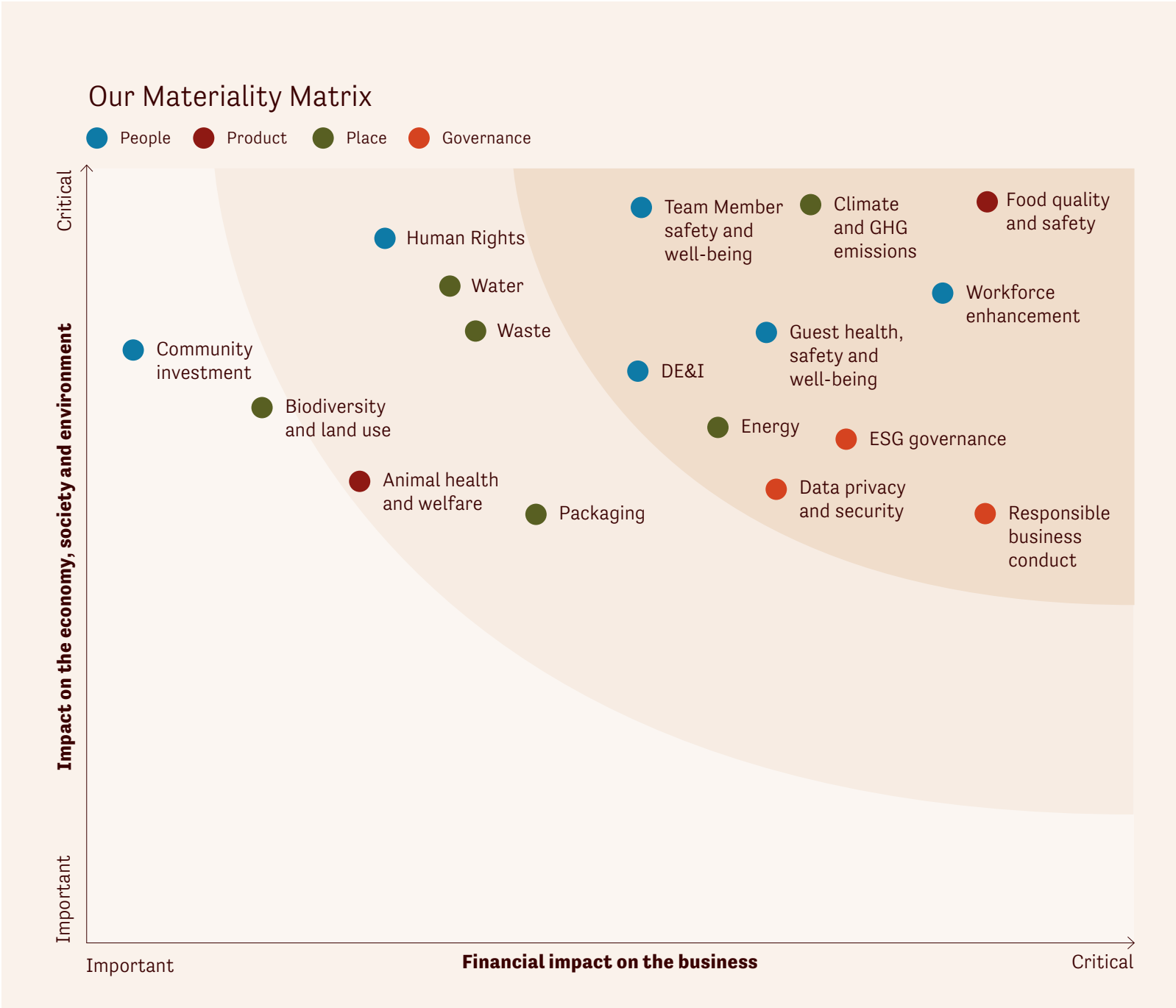


¹ Note: Board Gender Diversity as of August 2024.
² As of May 2024.

MATERIALITY *and* STAKEHOLDER ENGAGEMENT

We know that our operations may have an impact on the environment and our local communities. We utilize a double materiality assessment to better understand these impacts and explore how they intersect with what matters most to our stakeholders.

In 2022 and early 2023, we worked with a third-party expert and internal and external stakeholders to complete a double materiality assessment. This assessment helped Red Robin to understand our outward impacts on society and the ESG topics that will most likely impact our business in the future. See [Our Sustainability Strategy](#) to learn how our material topics correspond to our approach to ESG, and find more information about the assessment process and topic ranking in our [2022 Sustainability Report](#).



OUR Sustainability STRATEGY

We’re passionate about serving our communities and strive to be responsible, both as an employer and as a business. As we work to reduce our environmental impact, we seek to make the world a better place for our Team Members, Guests and communities.

Winning Together

The Red Robin sustainability strategy supports our overall corporate strategy and has Board-level priority. It is central to our vision to “Be the Most Loved Restaurant Brand in the Communities We Serve.” Our strategy’s core pillars – People, Product, Place and Governance – include goals to help us monitor progress and to provide value for our stakeholders. We have established goals and objectives aligned with the Sustainability Accounting Standards Board (SASB) in order to turn good intentions into good actions.

Announced in January 2023, our North Star transformation plan is designed to complement the strategy by delivering the exceptional restaurant experience our Guests deserve and strengthening our business for long-term success. It guides our efforts across People, Product, Place and Governance, helping us drive toward a sustainable, successful future. Learn more about [our North Star plan](#) on our website.

We review our progress against metrics and targets throughout the year, and have engaged with stakeholders to discuss the ESG issues most important to them through our double materiality assessment process.



People

We aim to establish Red Robin as an employer of choice and champion a culture of diversity and inclusion where our people are trained, recognized and celebrated – and can always “come as they are.” We also believe in empowering people to make a difference at Red Robin.



Product

We strive to be the Gourmet Burger Brand our communities trust most.



Place

We aim to build trust and care for local communities through sustainable initiatives that reduce our impact on the environment, as well as meaningful giveback opportunities to support the needs of the community.



Governance

We are dedicated to upholding a culture of integrity, transparency and accountability throughout Red Robin.

MATERIAL TOPICS			
Workforce enhancement	Food quality and safety	Climate and GHG emissions	ESG governance
Human rights	Guest health, safety and well-being	Energy	Responsible business growth
Team Member safety and well-being	Animal health and welfare	Water	Data privacy and security
Diversity, equity and inclusion		Waste	
Community investment		Packaging	
		Biodiversity and land use	

Our Progress

People	
Goal	Progress
Offer a compelling Team Member value proposition that embodies the “Winning Together” principles so that our Team Members feel empowered in their roles.	In 2023, we launched our new Team Member engagement survey. The survey puts us on a path to better understand our Team Members’ motivations to help us retain and engage them.
Employ a diverse, equitable and inclusive team at Red Robin made up of Team Members who reflect the Guests and communities we serve.	See Diversity, Equity and Inclusion (DE&I) for details, including about our DE&I Committee.
Nurture career mobility by ensuring eligible employees in our owned operations have access to career development plans.	We continue to evolve our training programs to support career progression for Team Members seeking advancement to management. We also re-established Certified Training Centers, which help Team Members learn about optimal work practices.
Offer rewards that drive high performance as well as the right behavior.	We developed and implemented a performance-based compensation program for our Market Partners.

Place	
Goal	Progress
Reduce single-use plastic in our operations and value chain by seeking materials and products that comprise renewable, recyclable, compostable or reusable materials.	We continue to focus on reducing single-use plastics in our operations. In 2023, we reduced our total packaging weight.
Maintain current energy and water savings and identify additional opportunities for conservation.	We have maintained our current energy and water savings.
Routinely evaluate our carbon footprint and use the results to inform our reduction efforts.	We continue to evaluate ways to accurately measure our carbon footprint to identify opportunities to reduce emissions. We were able to reduce natural gas use by changing our cooking platform.

Product	
Goal	Progress
Offer quality burgers and a variety of alternative protein options based on consumer preference and the environmental impact.	We raised the quality of our ingredients, improving approximately 85% of our menu. Additionally, we launched a new interactive allergen menu so our Guests can choose products that meet their dietary needs.
Maintain a best-in-class food safety program and maintain or exceed animal welfare at industry or regulatory standards.	We maintain our track record of high food safety scores from third-party inspectors. We also continue to work with our suppliers to meet or exceed animal welfare industry and regulatory standards.

Governance	
Goal	Progress
Evaluate our policies and procedures to promote operating responsibly.	We regularly review and refine our governance policies and procedures to help mitigate risks, support safe working environments and meet shareholders’ expectations. These reviews are generally informed by outside advisors, best practices including among our peer group, and new developments in law and regulations.
Treat Guests’ data with integrity, protect Guests’ data and comply with data privacy laws.	We regularly review and refine our data privacy policies and procedures, and have increased the security measures within our Payment Card Industry (PCI) environment.
Regularly report ESG progress and milestones to executive leadership and Board.	ESG is formally discussed by the full Board at least annually, and more frequently by the Nominating and Governance Committee (NGC). Our internal ESG Committee, which includes senior leaders, meets regularly with members of our executive leadership team.

People

THE PERFECT BLEND OF PASSION AND CARE



Our focus areas:

- Workforce enhancement
- Guest health, safety and well-being
- Human rights
- Team Member safety and well-being
- Diversity, equity and inclusion
- Community investment

Our people create an environment that fuels a unique and compelling dining experience for our Guests. We focus on the extraordinary people who work with us by seeking to nurture their talent, reward their efforts and create an environment where everyone feels they belong. We also aim to amplify their passion for service by supporting important causes in the communities we serve.

Human Capital Management

Taking good care of our people is the key to being able to attract and retain committed and passionate Team Members. We also know that when Team Members are engaged and motivated they are more likely to go the extra mile for their colleagues and Guests.

We provide our Team Members with competitive pay, recognition and rewards, and a strong benefits program. We continue to invest in our people, so they feel valued and rewarded, and are motivated to progress their careers with us. This also makes economic sense, as recruiting, training and onboarding new Team Members is a significant investment.

Talent Attraction

For open positions, we publish pay ranges and benefit information because we believe this helps us attract the best possible candidates. We regularly review job descriptions and role requirements to verify they are inclusive, reflect the true requirements of the role and do not include unnecessary barriers to entry. This includes recognizing a wider range of life experiences, outside of formal training or education, that allow people to become effective Team Members.

Our Talent Acquisition team is evaluating a range of approaches to attract more diverse candidates, including engaging with organizations that support underrepresented groups.

Engagement

We believe that genuine engagement is driven by consistent two-way communication with our Team Members. We provide company-wide updates from our CEO and high-level communications in both English and Spanish, in order to more effectively reach the approximately 23% of our Team Members who identified as Hispanic or Latino.

In 2023, we began implementing the first of a number of initiatives designed to gather feedback from our Team Members across all parts of the organization.

We launched a new employee engagement survey to solicit Team Member feedback on a regular basis and give us the insights we need to help us retain our Team Members and better understand how we can motivate them. Our first survey received over 13,500 responses drawn from all company-owned locations, which were assessed by a data scientist to help us gain the most important insights. The impact of our overall engagement efforts was reflected in scores that exceeded the North American Food & Beverage Benchmark in engagement factors such as Alignment & Involvement and Enablement. In the third quarter of 2024, we will survey our restaurant-level workforce again to understand the progress made on the feedback from the initial survey.

During the year, we also created a Leadership Advisory Panel (LAP), comprising Managing Partners, Market Partners, Regional Partners and franchise representatives. Its purpose is to empower our front-line restaurant teams to have a voice in long- and short-term business decisions and contribute to Red Robin's success through open discussion and actionable feedback. The LAP meets quarterly with the entire senior leadership team and department heads to provide crucial insight into the needs of our operators and how we can best provide the support and solutions to improve their lives. This feedback informs how we approach both current and future initiatives and helps us stay true to our commitment of being an operations-focused company.

2023 also saw the implementation of exit interviews for Team Members leaving Red Robin, to better understand the end-to-end experience at our company. This data is used both to better understand broad-scale opportunities that we need to address as a company and to provide feedback and coaching as appropriate within specific restaurants or markets.

In mid 2024, we deployed a 30-day New Team Member (NTM) Experience survey for hourly Team Members. Designed to capture the sentiments of our newest hires, we anticipate this program will provide rich detail about how our NTMs are experiencing our culture and how effectively we are preparing them for their new role.



Compensation

We have designed our compensation and performance evaluations to compensate our Team Members fairly for their level of experience and overall contribution to our business. We use our rewards to motivate Team Members to deliver a best-in-class Guest experience.

For our single and multi-unit operations leaders, we have implemented a performance-based compensation program, designed to provide a greater stake in the company’s success and progress. This program was launched in mid 2023 for Market Partners and early 2024 for Managing Partners. Through this program, they will earn a base salary plus a performance bonus, which represents a percentage of their respective restaurant’s operating profit. We believe providing these Team Members with a direct and uncapped financial incentive will help attract and retain the best talent in the industry and incentivize action to drive growth in the restaurant or market they manage. It will also reward making the right day-to-day decisions to satisfy our Guests and meet our financial objectives.

Additionally, through our employee stock purchase plan, we give eligible Team Members the opportunity to purchase shares of Red Robin stock at a discount. As well as helping to reward their commitment and passion, this program also gives our Team Members a stronger stake in our collective long-term success.

Training

Training and developing our people maintains quality and consistency across our restaurants. We are evolving our training to put a greater focus on demonstrated proficiency on the job and shifting to tools that resonate with our Team Members, including more video learning and hands-on experiences.

Certified Learning Coaches prepare new Team Members with on-the-job training, resulting in final skills certification. We have an evolving career process path for Team Members seeking advancement to management through the shift supervisor role, which has its own in-depth training curriculum.

New restaurant managers participate in an eight-week Management Foundations training program, which we updated in 2023 to more accurately reflect the role and better prepare managers to perform at a high level.

In 2023, we continued our focus on field training completion as we know that motivated and engaged Team Members create great experiences for our Guests, while equipping our teams with the skills to grow in their careers. Our culture is restaurant-centric, and to keep this at the heart of our operations all Restaurant Support Center members, regardless of role, go through our Day in the Life training program to get hands-on experience working alongside our chefs, servers and managers. In 2023, we re-established Certified Training Centers across the company. These centers will train our new restaurant leaders in restaurant environments that showcase our best work practices. By the end of 2023, we reached 56 certified training restaurants.

Food and beverage preparation standards and the maintenance of restaurants is fundamental. We have always placed great emphasis on creating safe work environments in our restaurants for the safety of our Team Members and Guests. See [Food Safety](#).

Investing for the Long Term: Cesar Ramirez

Cesar has been part of the Red Robin family since 2000, when he joined the Tustin location in Southern California. Initially hired as an Assistant General Manager, Cesar’s passion for food and people has led him on an inspiring country-spanning career.

Through several promotions, Cesar managed kitchens and restaurants before moving to Reston, Virginia, to become a Regional Kitchen Manager on the east coast. In all, he has helped open 30 new Red Robin locations. After a further stint in Columbus, Ohio, in 2005 Cesar moved back west to Arizona to be nearer to his daughter.

In his current role as Food and Beverage Manager, Operations Excellence, he gets to do what he does best: look after Team Members and Guests by training teams and making sure that our recipes – including his personal favorites the Bleu Ribbon Burger and House-Battered Fish & Chips – are top quality and simple to execute. Being bilingual is an important asset – by translating company communications and every single recipe into Spanish, Cesar makes sure Team Members can participate and contribute fully, without language barriers.

Along the way, Red Robin has invested in Cesar, including sending him to train with the Culinary Institute of America and Kendall-Jackson Winery, and making sure that managers and mentors helped him develop his career.

“ I encourage everyone at the company to follow their dreams. All these years, Red Robin has supported my ambitions and they continue investing in me to do what I love. If you have a passion for this work, then go for it – Red Robin will be there for you, as they have been for me.”



Well-Being

We want our Team Members to feel that Red Robin cares about them and their whole well-being, not just during their work hours. Our approach considers physical, emotional and financial health, as well as their safety.

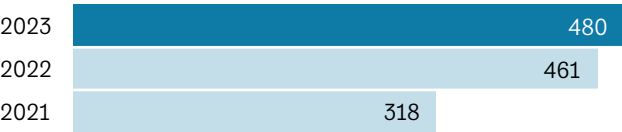
We provide a growing range of benefits to our Team Members and in 2023, hosted a number of webinars to grow awareness of these programs across the company. Key benefits include competitive medical, dental, vision and prescription plans. In 2024, we plan to launch an optional coverage for legal support, covering topics such as identity theft.

Through Red Robin’s Employee Assistance Program (EAP), we provide well-being support to assist with Team Members’ mental and physical health. Access to services such as counseling, substance abuse support, and financial and life skills coaching are provided. The EAP is valued and has good take-up among Team Members.

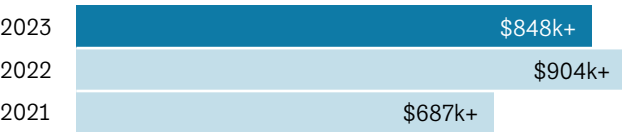
In September 2023, throughout Suicide Awareness Month, our People team provided informative materials to ensure our Team Members were aware of available support and how to access it, including our telehealth benefits.

In 2006, Red Robin Team Members established the Red Robin Foundation to assist colleagues who were facing financial emergencies due to a catastrophic event or other hardship impacting them or their immediate family. The Giving Fund, which sits within the Red Robin Foundation, provides emergency financial assistance and has granted over \$14,745,891 to Team Members since launch. In 2023, we relaunched the Red Robin Foundation’s annual fundraising golf tournament, through which 56 vendors participated either by playing or through sponsorship.

TEAM MEMBERS AND IMMEDIATE FAMILIES SUPPORTED THROUGH THE RED ROBIN GIVING FUND



GRANTS ISSUED THROUGH THE RED ROBIN GIVING FUND

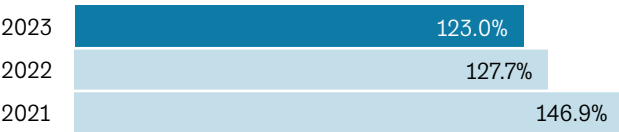


Human Rights and Ethics

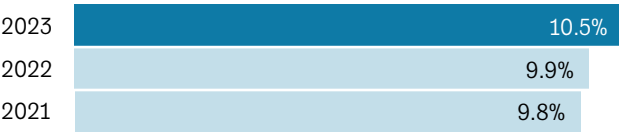
We are committed to protecting the rights of people throughout our organization and promoting good human rights and ethics practices within our extended supply chain. This commitment is reflected in Red Robin’s policies and procedures, including our Code of Conduct and Ethical Business Policy. We aim to foster an environment where people can speak out in confidence and know that action will be taken:

- The Red Robin Helpline is a dedicated, confidential, anonymous website and toll-free telephone number.
- Team Members have the option to contact a supervisor or anyone in management with the company’s open door policy.
- Human Resources can be contacted using a toll-free telephone number.

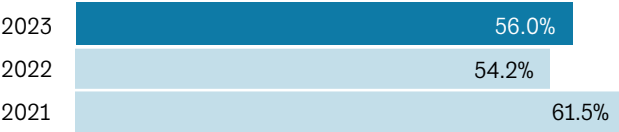
VOLUNTARY TURNOVER RATE FOR RESTAURANT TEAM MEMBERS



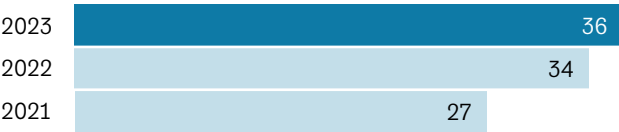
INVOLUNTARY TURNOVER RATE FOR RESTAURANT TEAM MEMBERS



% INTERNAL PROMOTIONS



TRAINING: AVERAGE HOURS PER TEAM MEMBER



Diversity, Equity and Inclusion

At Red Robin, we value everyone for who they are. We are committed to combining the key ingredients of diverse identities, perspectives and experiences to create our own “special seasoning” of Unbridled Hospitality. By respecting and supporting our Team Members, our Guests and our communities, we all win together.

To bring our vision to fruition, our 10-person DE&I Committee, composed of Team Members representing a multitude of experiences and backgrounds, meets regularly to identify opportunities to enhance the Team Member experience as well as build a long-term DE&I plan for the company.

Our initiatives designed to make Red Robin a more inclusive work environment include:

- Supporting the Women’s Excellence program, a company-wide resource and networking group aimed at fueling a culture of opportunity for women and others. The Women’s Excellence program, launched in 2009, has helped hundreds of women develop their careers at Red Robin and has been key to shaping an equitable and prosperous workplace.
- Launching a quarterly Inclusion & Belonging newsletter to engage everyone at Red Robin in this agenda and communicate our collective progress and achievements.
- Enhancing and adding parental leave policies such as adoption and partner leave.
- Nurturing our relationship with the Women’s Foodservice Forum, which aims to assist the advancement of women leaders.
- Establishing a partnership with the Multicultural Foodservice & Hospitality Alliance (MFHA) to provide insights into creating and fostering effective DE&I practices and measuring success.

Unlocking Everyone’s Potential: Rebecca Bailey

Fresh from graduating high school, Rebecca took her first server job at Red Robin in 1991. Surrounded by welcoming colleagues, the Red Robin team – including Rebecca’s female manager – immediately saw her potential and suggested training and opportunities that would help her build a career. This culture of development led to Rebecca quickly becoming a restaurant key holder and trainer, then going to help other restaurants and support new restaurant openings.

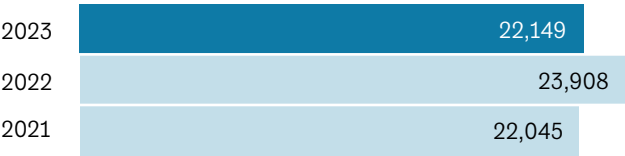
Rebecca was mentored by strong female leaders throughout her career, including her first General Manager, whom she saw as a female trailblazer, then later in the Women’s Excellence program. The 15-year-old program has given women opportunities to build valuable, supportive networks that have helped many to build successful careers and drive forward diversity at Red Robin, especially in management.

Today, Rebecca – whose menu favorites include the MadLove Burger and Avo-Cobb-O Salad – finds inspiration in “paying it forward” by helping colleagues chase their own ambitions at Red Robin. She is now a Regional Vice President of Restaurant Operations, and her current role includes building Red Robin’s culture by putting people first. She helps us to have the right systems and processes in place, as well as the right engagement with our Team Members to keep growing as a company.

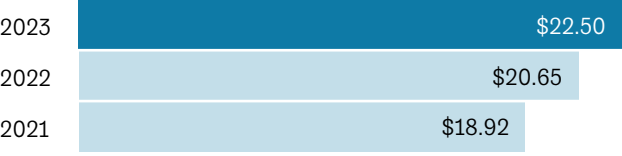
“At Red Robin, I’ve found that one door always seems to open another. There are boundless opportunities to grow in this company, including by pursuing opportunities in other areas. You don’t need a college degree, either. No matter your background, if you have the work ethic and passion, you can go wherever you want to with Red Robin.”



NUMBER OF TEAM MEMBERS AT COMPANY-OWNED LOCATIONS³



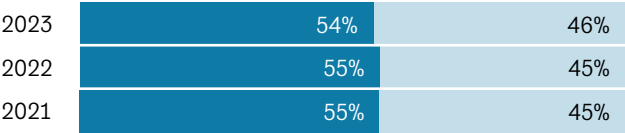
AVERAGE HOURLY WAGE⁴



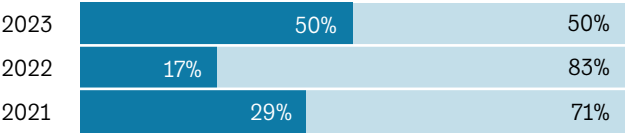
Gender

Women Men

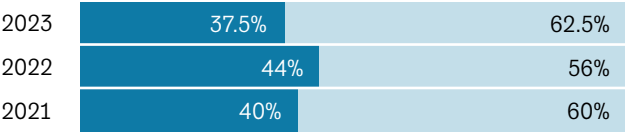
TOTAL WORKFORCE



EXECUTIVE TEAM



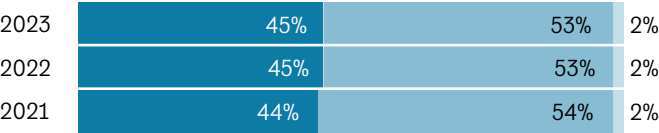
BOARD OF DIRECTORS



Ethnicity

BIPOC White Declined

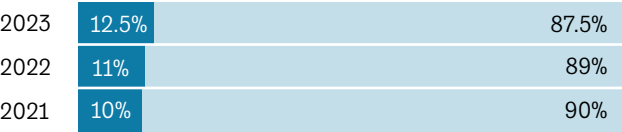
TOTAL WORKFORCE



EXECUTIVE TEAM



BOARD OF DIRECTORS



Supporting Our Communities

Our restaurants are all part of local communities, and we want to play a positive and active role in community life.

Each year, we serve nonprofits and community groups with in-kind food donations and Team Member volunteering, as well as hosting fundraisers within our restaurants.

In 2023, we launched a record-breaking national partnership with Make-A-Wish, a nonprofit that helps grant life-changing wishes for children with critical illnesses. Beginning in February of 2023, we donated \$0.10 per kids’ meal purchased at all corporate-owned and participating franchise restaurants across the U.S. and Canada. The multi-year commitment of more than \$3 million represented the largest corporate commitment from a new partner of Make-A-Wish at the time. We are also providing additional support by hosting Wish families in our restaurants for “Wish Reveals” and celebrations, and in 2023, participated in the organization’s historic “Best Flight Ever,” providing in-flight meals to Wish Kids and their families on a Wish Flight to Disney World in Orlando.

We also began our collaboration with Blessings in a Backpack, a national nonprofit that works to combat childhood hunger by providing children with backpacks full of nutritious, easy-to-prepare food on the weekends. In addition to our restaurant-based fundraising campaigns, which raised \$847,719 in 2023, we hosted food donation drives at our Restaurant Support Center to help fill backpacks for children in need.

During the year, we continued to expand our local impact by hosting fundraising events through our restaurants. We also introduced the Force4Good platform to make event organization, marketing and administration easier for community groups and volunteers and to help them focus on the causes they care about. In total, we raised donations of \$477,911 – a 154% increase compared to 2022.

To mark Veterans Day in 2023, we offered a complimentary Red’s Big Tavern Burger and Bottomless Steak Fries to veterans and active U.S. military members. In all, we served 94,528 meals to honor their service.

To build our impact, we continue to give our local leaders more autonomy to support important causes in their communities. For example, for nearly two decades, we have collaborated with Calicinto Ranch, an organization that supports children with incarcerated parents in California. Through our collaboration, we provide holiday meals and gifts to support their mission, and in 2023, we donated \$10,000 while several employees volunteered to prepare meals in December.

³ Source: 2023 10-K, 2022 10-K and 2021 10-K.
⁴ Company-wide average wage (including tips) for all restaurant non-supervisory Team Members.

Product

RAISING OUR GAME ON QUALITY



Our focus areas:

- ⌵ Food quality and safety ⌵ Animal health and welfare
- ⌵ Responsible sourcing

Quality ingredients underpin everything we do. We set high standards for ourselves and our suppliers in order to deliver great food that is delicious and safe for our Guests. We follow strict safety and sanitation processes and guidelines, and routinely review our suppliers’ adherence to state and federal regulations.

Food Quality

In 2023, we significantly improved the way we cook burgers. We improved the quality of approximately 40% of our ingredients, which impacted over 85% of our menu items. Additionally, we launched a new interactive allergen menu so our Guests can choose products that meet their dietary needs. That all means that our food is now better than ever.

Our expert team enables us to have accurate and up-to-date specification and nutritional information for our more than 75 menu items, including calories on our menus. We also provide supplemental nutritional and allergen guides and offer several salads, burgers and entrees under 600 calories.

Meat and Fish

We are known for our Gourmet Burgers. Our burgers are fresh never frozen, made with all-natural, domestic, 100% USDA-inspected beef and are free of preservatives, and artificial and added ingredients. Our vegetarian / vegan patty is gluten-free and made with a custom blend of ancient grains and quinoa. We also offer the Impossible Burger™, a grilled patty made from plants with all the meaty deliciousness of beef.

In 2023, we changed the way we cook our burgers, switching from conveyor belt-style charbroilers to flattop grills, which produce juicier and more flavorful burgers and return us to our gourmet roots. This significantly reduces grease produced in the cooking process and has given our chefs more pride in their cooking. It is also more energy efficient.

All our chicken is raised cage free, with no added hormones and no added steroids. In 2023, we switched our chicken fillet to an all-natural chicken, removing phosphates. This chicken is also used in our hand-battered crispy chicken. We also increased the proportion of our U.S. egg supply chain from cage-free birds, reaching 21.6%.

Our pork is handled by suppliers that meet or exceed USDA animal handling and welfare practices, and we introduced thicker bacon that is 100% applewood smoked. All the cod we source is premium, U.S. Grade A, ocean-caught from Arctic waters and hand cut.

Vegetables and Fruit

All salad greens are GMO-free and hand-selected upon harvesting.

Red Robin’s Bottomless Steak Fries® and Yukon Chips are made from GMO-free, high-quality, premium domestic potatoes. Our Sweet Potato Fries are made from GMO-free sweet potatoes grown on family-owned farms and handpicked and selected.

Our guacamole is now house-made using fresh smashed avocados, fresh-squeezed lime juice and sea salt, with no added preservatives. In 2023, we also upgraded to vine-ripened tomatoes and fresh pineapple.

Buns, Dairy, Sauces and Seasoning

In 2023, we enhanced our burgers by introducing new brioche buns that are made with enriched flour and contain no high-fructose corn syrup. We also serve gluten-free buns. We further improved the quality of our marinara sauce, and removed corn syrup from our mayonnaise, which is used in almost three quarters of our burgers and five of our sauces.

We source our milk, which is 1% lowfat, from local dairies, and many of our sauces and dressings are freshly prepared in-house.

Red’s Original seasoning salt is all-natural, gluten-free and free from the “big nine” food allergens (wheat, eggs, peanut, tree nut, milk, fish, shellfish, soybean and sesame). It is made with sea salt, natural cane syrup, dried vegetables and natural smoke. In 2023, responding to its popularity with our Guests, we added more of the seasoning to our burgers and fries.

Food Safety

Food safety standards are a top priority for us. We maintain rigorous safety and sanitation procedures, and we thoroughly train Team Members so they have the skills and knowledge required for correct food handling.

Third-party inspectors from an external organization perform unannounced food safety assessments at all restaurants at least three times per year. We focus on maintaining our scores, strengthening our standards, and identifying and mitigating potential risks in our restaurants. Scores are embedded into our leadership evaluations and factored into compensation. Every quarter, we report food safety metrics to our Board. In addition, we leverage and analyze health department data and analytics to enhance compliance and benchmark against our peers. Red Robin has a track record of higher health inspection scores than our competitors.

We use supplier scorecards and certifications to confirm food quality and safety practices are upheld. For example, all of our suppliers (excluding alcohol) must achieve one of the two top grades of certification by the Global Food Safety Initiative (GFSI). Our processes enable us to trace food products from suppliers to the restaurants, helping us to effectively implement supplier recalls and respond to potential outbreaks.

The Red Robin Bell Tower is a notification system we use to rapidly communicate with all impacted restaurants and locations in case of an outbreak, recall or market withdrawal, which helps us to react swiftly. See the [Appendix](#) for details of our performance in 2023.

100%

of our restaurants are inspected at least three times per year by independent food safety auditors

Cleaning With More Sustainable Products

In 2023, we made a number of updates to improve food safety, including by expanding our partnership with Ecolab, who provide many of our restaurant cleaning products. The company – which has sustainability at its core – considers how products may impact human health and the environment, making intentional decisions about product formulations.

Ecolab stores and manages raw material and product information in a central database, down to the parts-per-million level, helping them assess new innovations and deliver consistently high-performing, more sustainable products. Ecolab has created the [Impacts that Matter](#) framework as an outcome-based assessment of Product Sustainability based on scientific standards.

We use 21 Ecolab products to clean a wide range of surfaces and areas in our restaurants. When used as directed, 71% of these are biodegradable, 79% are non-toxic to aquatic life and 79% are designed to reduce waste by utilizing concentrated chemistry. All products are low or free from fragrance, reducing the chance of irritation, and all contain no or low phosphorous, which is a known contributor to nutrient pollution in the environment. In addition, 76% of these products require no personal protective equipment (PPE) to use.

All together, Ecolab’s approach gives Red Robin superior cleaning and sanitation and helps protect Guest and Team Member well-being, while also reducing our impact on the environment.



Allergens

To help Guests with allergies feel secure in their food choices, we publish online guidance and an [interactive allergen menu](#), which we enhanced in 2023, as well as an extensive list of ingredients that we avoid using. This menu helps people, no matter their dietary or allergen requirements or preferences, make informed choices when they dine with Red Robin.

We have special handling processes in kitchens and preparation areas to prevent allergen cross-contact.

Allergy-friendly

Online interactive allergy menu and special handling to avoid cross-contact

Animal Welfare

Red Robin is committed to farm animal welfare and supporting suppliers with high industry standards for humane farming.

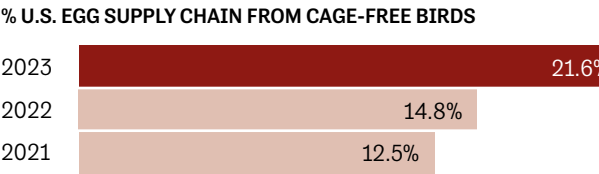
We encourage supplier and food industry initiatives that promote the humane treatment of farm animals, and continue to expand the availability of humanely raised food for our Guests. We also regularly engage with our shareholders on many topics, including on animal welfare during 2023, and evaluate our practices and approaches based on their input.

To reflect the importance of this subject, we require all of our suppliers to participate in third-party audits to support the humane treatment of animals in our supply chain. We follow up on any credible reports of farm animal mistreatment and remove suppliers who fail to comply with our standards from our supply chain.

All the beef we source is natural, domestic and USDA-inspected. Our beef suppliers require compliance with humane handling of livestock and proof of animal welfare audits.

We are committed to working with our suppliers and others in the food industry to source high-quality, humanely raised and processed poultry within our supply chain. We encourage and collaborate with our supplier partners in continuing to explore and implement improvements that support natural behaviors, environment, health welfare and humane processing including the continued efforts to align to broiler chicken welfare standards established by the Global Animal Partnership (GAP). In addition, our poultry suppliers follow USDA guidelines for safety and U.S. Food and Drug Administration (FDA) regulations, including chicken free of any added hormones and steroids, and the responsible use of antibiotics. Our turkey suppliers are American Humane Association certified.

We continue to make meaningful progress toward our commitment to source 100% cage-free eggs in our U.S. supply chain, reaching 21.6% in 2023 – a more than 6 point improvement over 2022. From supply and infrastructure to cost and economics, achieving a 100% cage-free supply chain in the near term is a challenge. While we remain committed to this initiative in the long term, at this time we are reviewing availability and achievable timelines with our supplier partners.



Responsible Sourcing

Red Robin sources approximately 290 ingredients from approximately 98 suppliers. Our standards are high and we rely on our growers to help maintain the integrity of our supply chain so we can trace ingredients to their source.

We request that our suppliers focus on several issues, including:

- Minimizing the use of chemical pesticides.
- Maintaining soil with compost and other enhancements.
- Managing water use to maximize efficiency, reuse and reduce water runoff.
- Increasing use of renewables and reducing fossil fuel use.
- Reducing material use and waste by using more recycled, recyclable and reusable materials for produce packaging and shipping, as well as sourcing packaging from Sustainable Forestry Initiative (SFI) certified suppliers.

We acknowledge that intensive farming is a contributor to climate change through greenhouse gas emissions, as well as energy requirements. We also appreciate that beef and dairy farming are more carbon intensive than many other food production activities.

Our suppliers are taking important steps with initiatives such as using fuel-efficient truck fleets, upgrading farm equipment with the latest emission control technologies and replacing diesel irrigation pumps with electric units. Our growers also use a variety of farming methods, including the use of beneficial insects to control pests, reducing the use of pesticides and maintaining rich, healthy soils through the use of compost and various other soil enhancements.

2023 MENU IMPROVEMENT HIGHLIGHTS:

Thicker, Juicier Burgers
Cooked to order on our new flattop grills

Guacamole
Fresh avocado smashed in-house with crushed red pepper, lime juice and sea salt

Higher-Quality Toppings
From more flavorful mayo to vine-ripened tomatoes, fresh grilled pineapple and more

Chicken
All-natural chicken fillet is used in our grilled chicken breast and hand-breaded crispy chicken

Buns
New, higher-quality, flavorful brioche buns



Place
**A COMMITMENT TO
THE PLANET**



Our focus areas:

☞ Climate and GHG emissions ☞ Energy ☞ Water ☞ Waste ☞ Packaging

We strive to reduce our carbon footprint and take a range of steps to have a more positive impact on the planet. This includes managing our energy and water use, thoughtfully sourcing materials for our restaurants and expanding our recycling and waste reduction efforts.

Climate Change and Land Use

Greenhouse gas emissions (GHGs) are contributing to climate change, and we have a responsibility to reduce our emissions.

As well as addressing our direct emissions, we have opportunities to influence indirect emissions in our supply chain. We recognize the importance of monitoring Scope 3 emissions and plan to work with our partners to better understand our impact in the future.

Minimizing food waste is another key metric for us, since reducing waste makes both environmental and financial sense. We look for alternative uses for waste that cannot be avoided, for example, by partnering with Mahoney Environmental to recycle fryer oil for use in manufacturing of new products such as renewable diesel. In 2023, across 413 locations, 449,000 gallons of oil were collected and processed. This work offset 3,622 tons of CO₂ and is equivalent to removing 630 cars from the road or planting 557,000 trees.

Seating in our restaurants is manufactured in North America and includes bio-based renewable ingredients. In sourcing upholstery and other items used in our restaurants, we follow California's strict guidelines on the environmental performance of materials.

SCOPE 1 EMISSIONS METRIC TONS (CO₂e)⁵

2023	35,185
2022	42,180
2021	42,551

SCOPE 2 EMISSIONS METRIC TONS (CO₂e)⁵

2023	45,544
2022	47,211
2021	49,264

⁵ Scope 1 emissions relate to our direct emissions impact from Red Robin-owned and controlled sources. Scope 2 emissions relate to our indirect emissions, including our purchased energy and from the estimated fuel mix by state.

Energy

We understand our energy use is directly tied to our emissions footprint, and we continue to explore new ways to implement efficiencies in our operations.

The majority of our buildings are equipped with energy-monitoring systems, and in Glendale, Arizona, we have installed a new energy-efficient heating, ventilation and air conditioning (HVAC) system. This creates efficiencies by enabling the hoods and HVAC system to work together to optimize the climate in the kitchen.

In 2023, we switched to flattop grills to cook juicier, more flavorful burgers. This change has also impacted energy consumption. After deployment, we assessed a 17.6% year-over-year reduction in natural gas use compared to 2022.⁶ In turn, this improvement increased the share of grid electricity in our overall energy consumption.

TOTAL ENERGY CONSUMED⁷

2023	1,213,843 GJ
2022	1,351,834 GJ
2021	1,326,955 GJ

% GRID ELECTRICITY

2023	42.4%
2022	37.8%
2021	36.4%

⁶ Does not account for weather pattern changes, which can affect energy usage.
⁷ Note: As we can only access data from locations that pay utility costs directly to utility providers, figures do not reflect restaurants where utility costs are paid through rent / common area maintenance (CAM). In 2023, total energy consumed relates to 93%+ of our company-owned restaurant locations.

Water

Water is a crucial resource, especially in areas of high water stress.

We regularly review our operations to look for ways to make more efficient use of water. Newer restaurants have toilets and facilities that are designed for low water use. We expect that our efficiencies and investment in technology over time will reduce consumption.

TOTAL WATER WITHDRAWN
(THOUSANDS OF CUBIC METERS)^{8,9}

2023	1,067 TCM
2022	1,123 TCM
2021	1,105 TCM

TOTAL WATER CONSUMED

% REGIONS WITH HIGH BASELINE WATER STRESS

2023	18%
2022	9%
2021	14%

% REGIONS WITH EXTREMELY HIGH BASELINE WATER STRESS

2023	26%
2022	17%
2021	19%

⁸ Note: As we can only access data from locations that pay water costs directly to water providers, figures do not reflect restaurants where water costs are paid through rent / CAM. In 2023, total water withdrawn relates to 77% of company-owned restaurant locations.
⁹ 2022 figure has been restated due to a unit calculation error related to a single location.





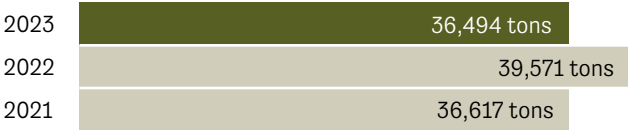
Waste

We continue our commitment to reducing waste and reusing, recycling and repurposing as much of it as possible.

In 2023, in partnership with our new waste hauler, we assessed the efficiency of our operations at 89 locations where we directly manage waste collection. Through this process, we identified ways to reduce the frequency of pickups by 41.6%, cutting carbon emissions related to waste trucks.

The 2023 switch to flattop grills also significantly reduces grease produced during cooking. Through our partnership with Mahoney Environmental, 449,000 gallons of cooking oil were recycled in 2023, diverting the equivalent of 3,622 tons of waste from landfill.

TOTAL AMOUNT



% FOOD WASTE AS A PERCENTAGE OF TOTAL WASTE¹⁰



% DIVERTED



Sustainable Packaging

Material waste is an important part of our overall impact and an area where we continue to innovate.

We have eliminated polystyrene foam packaging from all corporate restaurants and continue to evaluate options to replace single-use plastics, including expanding our use of paper to-go bags. Additionally, we are exploring alternative materials for our plastic to-go containers.

91% of packaging used for off-premise is recyclable, reusable or compostable.

PACKAGING

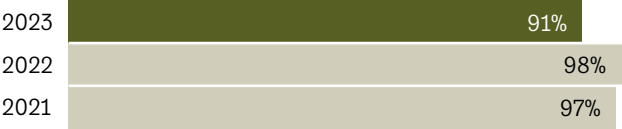
TOTAL WEIGHT



% MADE FROM RECYCLED AND / OR RENEWABLE MATERIALS



% RECYCLABLE, REUSABLE AND / OR COMPOSTABLE



¹⁰ As we can only access data from locations that pay waste costs directly to waste providers, figures do not reflect restaurants where waste costs are paid through rent / CAM. In 2023, waste relates to 87.2% of company-owned restaurant locations.

Governance

SERVING UP CORPORATE RESPONSIBILITY



Our focus areas:

⌵ Our Board ⌵ Data security

Effective corporate governance, responsible business growth and a robust approach to data security underpin our ESG efforts. To continue to evolve our approach, we engage with our stakeholders and monitor emerging best practices.

Our Board

Red Robin’s directors possess a range of diverse skills, backgrounds, experience and viewpoints that we believe are integral to an effective Board.

We have succession planning processes in place and regularly review governance best practices to help mitigate risks, support safe working environments and meet shareholders’ expectations.

Our robust corporate governance is demonstrated through our Board committees, which, in conjunction with our full Board, set strategies and policies and oversee and monitor programs, including identifying risks and opportunities and approving goals and metrics.

In May 2024, we received an overall ISS Governance QualityScore of 2 out of 10. ISS, a proxy advisory firm, assesses companies across four governance pillars (Board Structure, Compensation / Remuneration, Shareholder Rights and Takeover Defenses, and Audit and Risk Oversight), and our score indicates low risk relative to all other companies assessed.

See our latest [Proxy Statement](#) for more information about our Board.

Corporate Responsibility and ESG

It is imperative that our corporate responsibility strategy is part of and aligned with our company vision and overall corporate strategy, and that ESG initiatives are incorporated into our long-term strategic planning. We engage with our stakeholders to discuss the ESG topics most important to them, including topics related to animal welfare. We are also evaluating meaningful metrics and targets for our ESG priority areas for the near term and the future.

Corporate responsibility is a Board-level priority. It is formally discussed by the full Board at least annually, and regularly by the Nominating and Governance Committee (NGC). The Board, acting directly and through its committees, is responsible for the oversight of Red Robin’s corporate responsibility strategy:

- The NGC generally oversees Red Robin’s corporate responsibility goals and objectives, and supports implementation of our corporate responsibility priorities. However, the full Board retains overall corporate responsibility oversight responsibility because we believe full Board oversight is important to ensure that corporate responsibility is part of, and aligned with, our overall company strategy. Management reports regularly to the NGC and the full Board regarding key recommendations, progress and outcomes related to implementation of our corporate responsibility strategy.
- The Audit Committee is responsible for oversight of the enterprise risk assessment and management process, as well as the mitigation of significant enterprise risks and the policies and guidelines that govern the process by which major financial and accounting risk assessment and management may be undertaken. This Committee oversees our cybersecurity, ethics and compliance programs and the internal audit function. It also oversees corporate responsibility disclosures in the company’s SEC periodic reports and compliance with the new regulatory requirements on climate change disclosures.

The other Board committees evaluate risks related to their areas, for example:

- The Finance Committee actively oversees the company’s risks related to capital structure and liquidity.
- The NGC oversees Board governance, Board composition, ESG-related risks, and risks associated with Board structure and other corporate governance policies and practices. The NGC also monitors trends and developments in shareholder activity and oversees the company’s compliance with laws and regulations.
- The Compensation Committee oversees compensation-related risk management.

The execution of Red Robin’s corporate responsibility strategy is overseen by our executive team. We now have leaders in place across every discipline of our executive team, starting with the addition of G.J. Hart, who joined in 2022 as our Chief Executive Officer, bringing more than 38 years as a leader in the industry. Following Mr. Hart’s appointment, we completed our executive leadership team as follows:



G.J. Hart
President and Chief Executive Officer
Appointed: September 2022



Todd Wilson
Chief Financial Officer
Appointed: November 2022



Sarah Mussetter
Chief Legal Officer
Appointed: December 2022



Kevin Mayer
Chief Marketing Officer
Appointed: May 2023



Jyoti Lynch
Chief Technology Officer
Appointed: June 2023



Meghan Spuler
Chief People Officer
Appointed: December 2023

Our diverse executive team brings a wealth of knowledge and varying perspectives to the company vision and overall corporate strategy, including ESG. Three of our six executive officers are female and one is racially and / or ethnically diverse.

The company’s ESG Committee, which includes senior leaders from our business and functional teams who report directly to executive officers, is responsible for setting direction and driving accountability as we address priority issues, work with key stakeholders, and measure and report our progress. In 2023, we implemented monthly meetings for the ESG Committee and a quarterly meeting with its executive sponsors.

Our Board comprises highly diverse leaders with relevant experience and leadership in each of the key areas of greatest importance to our financial and more general sustainability. Currently, 37% of our directors are female and 12% are racially and / or ethnically diverse.

Director ¹¹	Age	Director since	Principal occupation	Independent	Current committee assignments (* indicates Chair)
Anthony S. Ackil	49	2020	Chief Executive Officer	Yes	AC, *CC
Thomas G. Conforti	65	2019	Former Senior Advisor, Executive Vice President and Chief Financial Officer	Yes	AC, *FC
G.J. Hart	66	2019	President and Chief Executive Officer	No	*AC, FC
Steven K. Lumpkin	69	2016	Consultant, former Executive Vice President and Chief Financial Officer	Yes	
David A. Pace	65	2019	Consultant, former Chief Executive Officer	Yes	Chair, CC, NGC
Allison Page	39	2020	Co-Founder, President	Yes	FC, *NGC
Nicole Miller Regan	48	2023	Head of Strategy and former Chief Financial Officer	Yes	AC, FC
Anddria Varnado	38	2021	GM and Head of Consumer Business	Yes	CC, NGC

¹¹ Note: Board List and Committee Assignments as of August 2024.



Our Approach to Data Security

Cybersecurity is crucial for the sustainability of our business, as any breach or attack can lead to significant financial, reputational and legal repercussions.

Preserving the security of our digital systems is essential for maintaining the trust of our investors, protecting our intellectual property, and safeguarding the personal information of our Guests, Team Members and shareholders. The company's approach to assessing, identifying and managing material risks from cybersecurity threats is grounded in established frameworks, including those set forth by the National Institute of Standards and Technology (NIST) and other industry standards and requirements as defined by various compliance frameworks. Our cybersecurity program prioritizes key areas such as:

- Policies, Standards and Practices
- Threat Monitoring and Assessment
- Audits and Assessments
- Incident Response Planning

The company employs a multifaceted approach through in-house capabilities and in partnership with external cybersecurity experts to safeguard its assets, including technical and organizational measures. These include the deployment of technology focused on identifying

and remediating threats, ongoing employee training exercises, regular incident response capability reviews and exercises, cybersecurity insurance coverage and business continuity mechanisms.

Cybersecurity Governance

Our Board, with the assistance of our Audit Committee, oversees the company's cybersecurity program and strategies. The Audit Committee receives regular reports and updates, typically quarterly, from our Chief Technology Officer (CTO) on a wide range of cybersecurity topics. These reports include detailed insights into risk assessments, mitigation strategies, emerging threats, vulnerabilities, incidents and prevailing industry trends. After each such report, the Chair of the Audit Committee updates the full Board for transparency and accountability in cybersecurity governance. Additionally, at least annually and as needed from time to time, the Board receives similar cybersecurity updates directly from the CTO.

Our company has established robust policies and processes governing the assessment, response and notifications associated with cybersecurity incidents.

While we have experienced cybersecurity incidents in the past, in 2023, we did not experience any material cybersecurity breaches. We continue to invest in cybersecurity and the resiliency of our networks and to enhance our internal controls and processes, which are designed to help protect our systems and infrastructure, and the information they contain.



Appendix

SASB Index

Below we provide additional specific disclosures and references to where our reporting aligns with the SASB Sustainability Accounting Standard for Restaurants.

Disclosure Topic	Accounting Metric	Unit of Measure	Code	Red Robin Data / Information Source
Energy management	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	Gigajoules (GJ), Percentage (%)	FB-RN-130a.1	(1) 1,213,843 GJ (includes electricity and natural gas) (2) 42.4% grid electricity (3) 0% renewable
Water management	(1) Total water withdrawn and (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand Cubic Meters (TCM), Percentage (%)	FB-RN-140a.1	(1) 1,067 TCM (2) Approximately 18% of water consumed is in regions with High Stress and 26% with Extremely High Stress.
Food & packaging waste management	(1) Total amount of waste, (2) percentage food waste and (3) percentage diverted	Tons (t), Percentage (%)	FB-RN-150a.1	(1) 36,494 t (2) 3.4% (1,259 t) (3) 34.1%
Food & packaging waste	(1) Total weight of packaging, (2) percentage made from recycled and / or renewable materials and (3) percentage that is recyclable, reusable and / or compostable	Metric tons (Mt), Percentage (%)	FB-RN-150a.2	(1) 2,922 Mt (2) 7% (3) 91%
Food safety	(1) Percentage of restaurants inspected by a food safety oversight body and (2) percentage receiving critical violations	Percentage (%)	FB-RN-250a.1	100% of our restaurants were inspected by a regulatory body and 100% were inspected by a third-party auditing company 3 times in 2023.
Food safety	(1) Number of recalls issued and (2) total amount of food product recalled	Number, Pounds	FB-RN-250a.2	(1) 1 (2) 0 amount recalled
Food safety	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Number, Percentage (%)	FB-RN-250a.3	There were 0 confirmed foodborne illness outbreaks resulting in U.S. CDC investigation of Red Robin.
Nutritional content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.1	(1) Red Robin follows federal and local regulations as they pertain to nutritional requirements for all of our locations. We have a team of experts to ensure we have accurate and up-to-date specification and nutritional information for our more than 290 food products that go into making 75+ menu items. We post calories on our menus next to our food and most drink options, and we also provide an interactive nutrition calculator on our website. In addition, we offer our Guests several salads, burgers and entrees under 600 calories. (2) Not applicable to Red Robin.

Disclosure Topic	Accounting Metric	Unit of Measure	Code	Red Robin Data / Information Source
Nutritional content	(1) Percentage of children’s meal options consistent with national dietary guidelines for children and (2) revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.2	We comply with local dietary requirements, including those with respect to meal and beverage mandates for children. For additional information, see our Kids Menu and Allergen & Nutrition web pages.
Nutritional content	Number of advertising impressions made on children and percentage promoting products that meet national dietary guidelines for children	Number, Percentage (%)	FB-RN-260a.3	Promotional and marketing efforts are not targeted toward children.
Labor practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Rate	FB-RN-310a.1	(1) 123.0% voluntary (2) 10.5% involuntary
Labor practices	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Reporting currency, Percentage (%)	FB-RN-310a.2	(1) For fiscal year 2023, company-wide average wage (inclusive of tips) for all non-supervisory restaurant Team Members was \$22.50 per hour. (2) 100% of our restaurant Team Members earn at least minimum wage. 96.3% of our restaurant Team Members earn more than minimum wage including tips.
Labor practices	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Reporting currency	FB-RN-310a.3	Please see Fiscal Year 2023 Form 10-K.
Supply chain management & Food sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental or social standards	Percentage (%) by cost	FB-RN-430a.1	For additional information, see the Responsible Sourcing section of this report.
Supply chain management & Food sourcing	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	(1) 21.6% of our corporate egg usage is cage free. (2) 0% of pork produced without use of gestation crates.
Supply chain management & Food sourcing	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Narrative / Policy	FB-RN-430a.3	For additional information, see the Animal Welfare section of this report.
Activity metric	Number of (1) entity-owned and (2) franchise restaurants	Number	FB-RN-000.A	(1) 415 company-owned (2) 91 franchisee-operated
Activity metric	Number of employees at (1) entity-owned and (2) franchise locations	Number	FB-RN-000.B	(1) 22,149 Team Members at company-owned restaurants. (2) Data is not available for franchise Team Members.

About the Report

This is our third annual sustainability report. Information reflects company activities and data for the period January to December 2023, unless otherwise noted. Data relating to energy, water, packaging and waste is from company-owned restaurant locations open as of December 2023.

Some numbers in this report are estimates, but as the quality of our and our partners’ data improves, we plan to update them and focus on the Sustainability Accounting Standards Board (SASB) disclosure topic guidelines.

This sustainability report has not been audited. All references to “material,” “materiality,” or similar expressions and assessments related thereto should not be construed as a statement or determination that such items are material for purposes of the U.S. securities laws.

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Forward-Looking Statements

Certain information and statements contained in this sustainability report are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 (the “PSLRA”) codified at Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), and Section 21E of the Exchange Act. Forward-looking statements include statements regarding our expectations, beliefs, intentions, plans, objectives, goals, strategies, future events or performance, and underlying assumptions and other statements which are other than statements of historical facts. These statements may be identified, without limitation, by the use of forward-looking terminology such as “anticipate,” “assume,” “believe,” “could,” “estimate,” “expect,” “future,” “intend,” “may,” “plan,” “project,” “will,” “would,” and similar expressions. Forward-looking statements in this report include, but are not limited to, statements regarding our overall corporate strategy, including our strategic growth plan and North Star plan, our sustainability strategy, and our ESG goals, plans and objectives; the engagement, retention, training and development of our Team Members; the environmental and social impacts of our operations and those comprising our supply chain; food sourcing, safety and quality; cybersecurity; and current or planned investments, initiatives and strategies aimed at achieving any of the foregoing; and the expected or desired outcomes and effects of such actions.

Although we believe the expectations reflected in our forward-looking statements are based on reasonable assumptions, such expectations may prove to be materially incorrect due to known and unknown risks and uncertainties. In some cases, information regarding certain important factors that could cause actual results to differ materially from a forward-looking statement appears together with such statement. In addition, the factors described under Risk Factors, as well as other possible factors not listed, could cause actual results to differ materially from those expressed in forward-looking statements, including, without limitation, the effectiveness of the company’s strategic initiatives, including our North Star plan, labor and service models, and operational improvement initiatives and our ability to execute on such strategic initiatives; the global and domestic economic and geopolitical

environment; our ability to effectively compete in the industry and attract and retain Guests; the adequacy of cash flows and the cost and availability of capital or credit facility borrowings; a privacy or security breach or a failure of our information technology systems; the effectiveness and timing of the company’s marketing and branding strategies, including the loyalty program and social media platforms; changes in consumer preferences; leasing space, including the location of such leases in areas of declining traffic; changes in cost and availability of commodities; interruptions in the delivery of food and other products from third parties; pricing increases and labor costs; changes in consumer behavior or preference; expanding our restaurant base; maintaining and improving our existing restaurants; the transition and retention of our key personnel; our ability to recruit, staff, train and retain our workforce; operating conditions, including adverse weather conditions, natural disasters, pandemics and other events affecting the regions where our restaurants are operated; actions taken by our franchisees that could harm our business or reputation; negative publicity regarding food safety or health concerns; protection of our intellectual property rights; changes in federal, state, or local laws and regulations affecting the operation of our restaurants; an increase in litigation or legal claims by Team Members, franchisees, Guests, vendors, stockholders and others. These factors should not be construed as exhaustive and should be read in conjunction with other cautionary statements and risk factors described from time to time in the company’s Form 10-K, Form 10-Q and Form 8-K reports (including all amendments to those reports) filed with the U.S. Securities and Exchange Commission.

All forward-looking statements speak only as of the date made. All subsequent written and oral forward-looking statements attributable to us, or persons acting on our behalf, are expressly qualified in their entirety by the cautionary statements. Except as required by law, we undertake no obligation to update any forward-looking statement to reflect events or circumstances after the date on which it is made or to reflect the occurrence of anticipated or unanticipated events or circumstances.