



Animal Welfare - Our Beliefs

We want to empower our guests to eat the way they want to eat. More than ever, guests are seeking out meals that are responsible and sustainable. In dishes with meat, eggs, or dairy, we source high quality ingredients that you can feel good about from reputable suppliers that raise animals humanely.

Since 2004, we have been working to reduce the routine use of antibiotics and close confinement of animals. We were the first national restaurant brand to introduce chicken raised without antibiotics, and we were among the first to begin addressing confinement of laying hens and sows.

We also recognize growing consumer demand for plant-based options, whether it be for health, environmental or animal welfare benefits. We continue to offer plant-forward options on our menu to provide guests with more choices to eat how they want to eat.

We have developed the following guiding principles informed by our ongoing engagement with suppliers, farmers, industry organizations, animal welfare advocacy groups, scientists, and our own farm visits.

Raised Humanely: We are committed to working with farmers, ranchers, and animal welfare advocates to advance animal welfare. We believe practices must be advanced in a way that benefits our guests, and the food system, while maintaining the economic viability of farmers, ranchers, and our business.

Consistent with this approach, we strive to source poultry and livestock that have been raised responsibly as defined by the UK Farm Animal Welfare Committee's Five Freedoms. The Five Freedoms maintain that farm animals receive a good quality of life, one that supports physical and mental wellbeing and enables animals to express natural behaviors. The following details our core beliefs regarding the treatment of animals under each Freedom.

1. **Freedom from hunger or thirst** through ready access to fresh water and a diet to maintain full health and vigor.
 - Animals' diets are planned and overseen by veterinarians or animal nutritionists and designed to meet the nutritional needs necessary to maintain good health at each stage of an animal's life.
 - All animals receive a full ration without undue competition from other animals.
2. **Freedom from discomfort** by providing an appropriate environment, including shelter and a comfortable resting area.
 - Animals are housed in facilities with appropriate air quality, lighting, and temperature to ensure their physical comfort and wellbeing.
 - Processing facilities are kept in good repair and are fully cleaned and sanitized between uses.
 - In systems with outdoor access, animals have adequate space in areas that are well maintained and consist mainly of living vegetation. Outdoor areas must include shelters for shade or from inclement weather and protection from predators.
3. **Freedom from pain, injury or disease** through prevention or rapid diagnosis and treatment
 - Breeding programs are designed to promote animal welfare, in addition to production or

- economic outcomes.
- Judicious use of antibiotics to ensure animal health and well-being must be under the direction of a veterinarian with all FDA requirements and guidance followed.
 - Any products certified by suppliers as raised without antibiotics must be audited according to Panera's "raised without antibiotics" assessment, which prohibits the use of any antibiotics, ionophores, betaagonists, arsenic, and sulfa drugs. Feed that includes distiller grains must also be free of antibiotics or antibiotic residue.
 - Painful alterations are avoided where possible and not conducted without appropriate pain management.
 - Sick animals are segregated and treated without delay. If animals are suffering from a non-recoverable illness, injury, or condition at any point in their lifecycle, they must be promptly euthanized using a veterinarian approved method.
4. **Freedom to express normal behavior** by providing sufficient space, proper facilities, and company of the animal's own kind.
- Animals are provided sufficient space in an environment that promotes natural behaviors.
 - Facilities work to reduce the use of close confinement housing structures to help move toward the long-term goal of eliminating them.
 - Animals receive appropriate enrichments to promote natural behaviors.
5. **Freedom from fear and distress** by ensuring conditions and treatment that avoid mental suffering.
- Animals are treated with compassion and do not suffer from undue fear, distress, or pain due to inappropriate treatment or abuse.
 - Animals are housed, handled, transported, and slaughtered using systems and practices designed to minimize pain, distress, and discomfort.
 - Animals are rendered insensible to pain prior to slaughter to eliminate pain and distress.

Supplier Expectations and Validation:

We expect suppliers to adopt our principles in their own operations and to create policies and protocols to ensure that animals are humanely raised, transported, and processed. We expect suppliers will:

- Operate facilities in compliance with all local, state, and federal laws and guidelines, guidelines, or equivalent regulations if located outside the United States.
- Thoroughly train managers on appropriate management of animals, including animal welfare expectations.
- Ensure caretakers handle animals in a positive and compassionate manner that promotes animal welfare.
- Employ an animal health program to monitor key welfare issues.
- Have an audit program in place to monitor compliance with their animal care policies and protocols.
- Swiftly address and rectify any instances of non-compliance.

We are committed to working with suppliers to continually advance and improve their practices, including collaborating to immediately remedy any issue of non-compliance. We will also work with



suppliers to attain and maintain certification under a well-respected third-party animal welfare standard to verify and validate their practices.

Reporting: We annually collect information on our suppliers' performance and disclose our performance against key company commitments, such as our cage-free egg goal, in both total pounds and percentages in our annual Responsibility report.

Oversight

Panera, LLC executive team members are responsible for approving any updates to this statement of beliefs, as well as corresponding commitments detailed in our annual progress reports. Panera's cross-functional team comprising members from our culinary, supply chain, quality assurance, marketing, and sustainability functions, is responsible for updating our beliefs statement. Each year both groups review this statement considering changing stakeholder expectations and marketplace conditions and make updates, as necessary.