



DIVERSITY, EQUITY AND INCLUSION

2021 PROGRESS REPORT



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NOTE FROM NIREN

One of our guiding values at Panera is owning our work. That means we offer solutions, control what we can and hold ourselves accountable for the results. This principle has proven invaluable during the past few years. Despite the many challenges around us, our focus on what we can control has led to wonderful outcomes – new channels of business, new menu platforms and new initiatives to ensure Panera is a place where all are welcome, all belong and all can thrive.

We are committed to creating in Panera the world we want to see – one of acceptance, tolerance, respect and love. We know our differences make us stronger. Bringing together people of different backgrounds, experiences and thoughts leads to better, more comprehensive business solutions. Unlocking dreams so everyone reaches their full potential further fuels our success and, more important, enriches lives – our own and those of everyone around us. This is the Panera we are building.

Our 2021 Progress Report reflects where we are in our multi-year DEI journey. In the following pages, you'll see our accomplishments so far. We've increased the diversity of our Panera,

LLC leadership; created DEI working groups with our franchise partners and other brands to spread the reach of our work; strengthened partnerships with organizations that share our aspirations for a more equitable world; and launched what I consider one of the most impactful programs I've been a part of – The Dream Project, designed to unlock the potential of our underserved associates through access to education, experience and opportunity.

We're proud of how far we've come, and we're eager to do more. We own this work and know our actions with each other, our guests and our communities can have a ripple effect across the globe. Thank you for joining us on this journey. Please send all feedback and ideas to diversity@panerabread.com and help us create the world we want to see.

Niren Chaudhary (he, him)
Chief Executive Officer



A NOTE FROM PAMELA

Welcome to our 2nd annual DEI Progress Report.

Our world has changed in the past two years. The ongoing pandemic and continuing social strife have resulted in many people feel less connected and more alone, making it more important than ever for employers to create environments focused on inclusivity and belonging, on bringing people back together in a way that also celebrates individuality.

As I reflect on 2021, I am proud of the solid foundation we have built with our DEI efforts. We are gaining momentum by dreaming boldly, thinking broadly and acting locally. We doubled down on strengthening our mission – One Panera for a Healthier and Happier World – by prioritizing our associates' wellbeing and our DEI vision. We want every associate to feel happy and healthy from the inside out, with a holistic sense of wellbeing that takes into account their physical, emotional, spiritual, career and financial needs. We want every associate to know they are welcome, belong, and can dare to dream.



Our DEI strategy is grounded in our core values of *Rooted in Respect*, *Win Together* and *Own It*. In this report, we will illustrate how we are staying true to our values and being accountable for the commitments we made, and we'll showcase our progress, while acknowledging we still have more to do. Alongside the facts and figures, we'll highlight the voices of our associates, hearing directly from them how our efforts are changing their Panera experience for the better.

Through more meaningful engagement opportunities, increased representation of diverse leaders and connection to events and activities that are more locally relevant, we have furthered our purpose of driving deeper impact.

While we understand this work is a journey, I am happy to share our advances in the space *powered* by our multi-year DEI strategy; *executed* by our Executive Team, leaders, and associates; and *demonstrated* through our actions, culture and guiding values.

Let the journey continue....

Pamela Morris-Thornton (she, her)
Vice President, Diversity, Equity and Inclusion

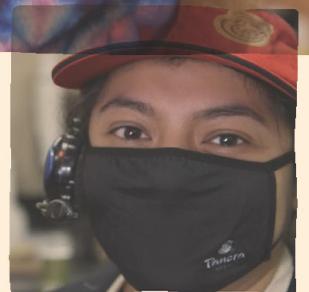
“When I was interviewing for my role last fall, one of the reasons I knew Panera was the place I wanted to work was finding the 2020 Diversity Report online. I had never worked for an organization that publicly shared its stance and strategy for diversity, which sealed the deal for me.”

-Tyrell, VP, Integrated Supply Chain Planning



DIVERSITY, EQUITY, AND INCLUSION

2020 Progress Report



Creating the World We Want to See



**OUR
FOUNDATIONS**

THE PANERA WAY

At Panera, we believe our culture connects us to our past, to our future, and to each other. Culture is who we are, how we live and how we work. Our culture is grounded in guiding values and behaviors we call The Panera Way. These values and behaviors reflect our beliefs and aspirations and are evident in all our interactions. When we are true to our guiding values and behaviors, we are living and leading The Panera Way.



WARMTH FOR GUESTS

- Make personal connections and eliminate barriers to exceed guests' expectations.
- Anticipate guests' needs and get it right the first time.
- If things go wrong, act urgently to resolve guest issues and rebuild trust.



BOLD THOUGHTS, BRAVE ACTIONS

- Dream freely outside the constraints of our resources.
- Be curious – have the courage to try new things and take bold actions.
- Lead with head and heart – insights that combine data and instincts.



OWN IT

- Offer solutions, not problems.
- Focus on what we can control and hold ourselves and others accountable.
- Take ownership of our decisions and the outcomes.



WIN TOGETHER

- Be vulnerable – ask for help, offer support and have each other's back.
- Speak with courage, listen with curiosity and disagree with respect.
- Once we agree to a decision, commit to execute and own it fully.



INSPIRE & CELEBRATE

- Create energy through positive spirit and fun.
- Recognize and reward performance done the right way.
- Coach and inspire each other to unlock our full potential.



ROOTED IN RESPECT

- Always assume positive intent and believe in people.
- Deliver candid feedback with compassion.
- Foster an environment of diversity, openness and equity.

OUR DIVERSITY, EQUITY AND INCLUSION VISION

At Panera, all are welcomed, know they belong and can dare to dream – by achieving this vision, we will transform the organization and become a celebrated leader in DEI.

OUR STAKEHOLDERS

GUESTS

At Panera, we are committed to delivering exceptional service that engenders fierce brand love. This starts with Warmth for Guests, one of our guiding values, and ensuring all guests are treated with respect, fairness and kindness.

ASSOCIATES

Our associates are the heart and soul of Panera. We are committed to creating a diverse, equitable and inclusive environment in which all associates are respected, celebrated for being their best authentic selves and inspired to reach their full potential.

FRANCHISE OWNERS AND OPERATORS

Our Franchise partners, who operate about 53% of our more than 2,100 Panera bakery-cafes, are crucial in delivering an elevated experience for guests and associates, advancing our DEI strategy and achieving our mission of One Panera for a Healthier and Happier World.

COMMUNITY

We are committed to extending our Panera warmth beyond the walls of our bakery-cafes, support centers and FDFs and into our local and national communities through donations, fundraising and grant opportunities.

PLANET

We believe Panera has a responsibility to protect our natural resources and limit our environmental impact. In 2021, we announced our bold goal to become climate positive by 2050. You can read more about our work to tackle climate change in our newest Environmental, Social and Governance Report to be released in July 2022.

OUR SHAREHOLDERS

We believe creating value is the output of doing the right things the right way. By taking care of our associates and guests and serving our communities, our purpose reinforces our profits. People want to work for companies with purpose, consumers want to buy from them and investors want to invest in them. Our shareholders sustain us and we sustain them.

OUR DEI FOCUS



1. INCLUSIVE CULTURE

To create the world we want to see.

2. REPRESENTATION

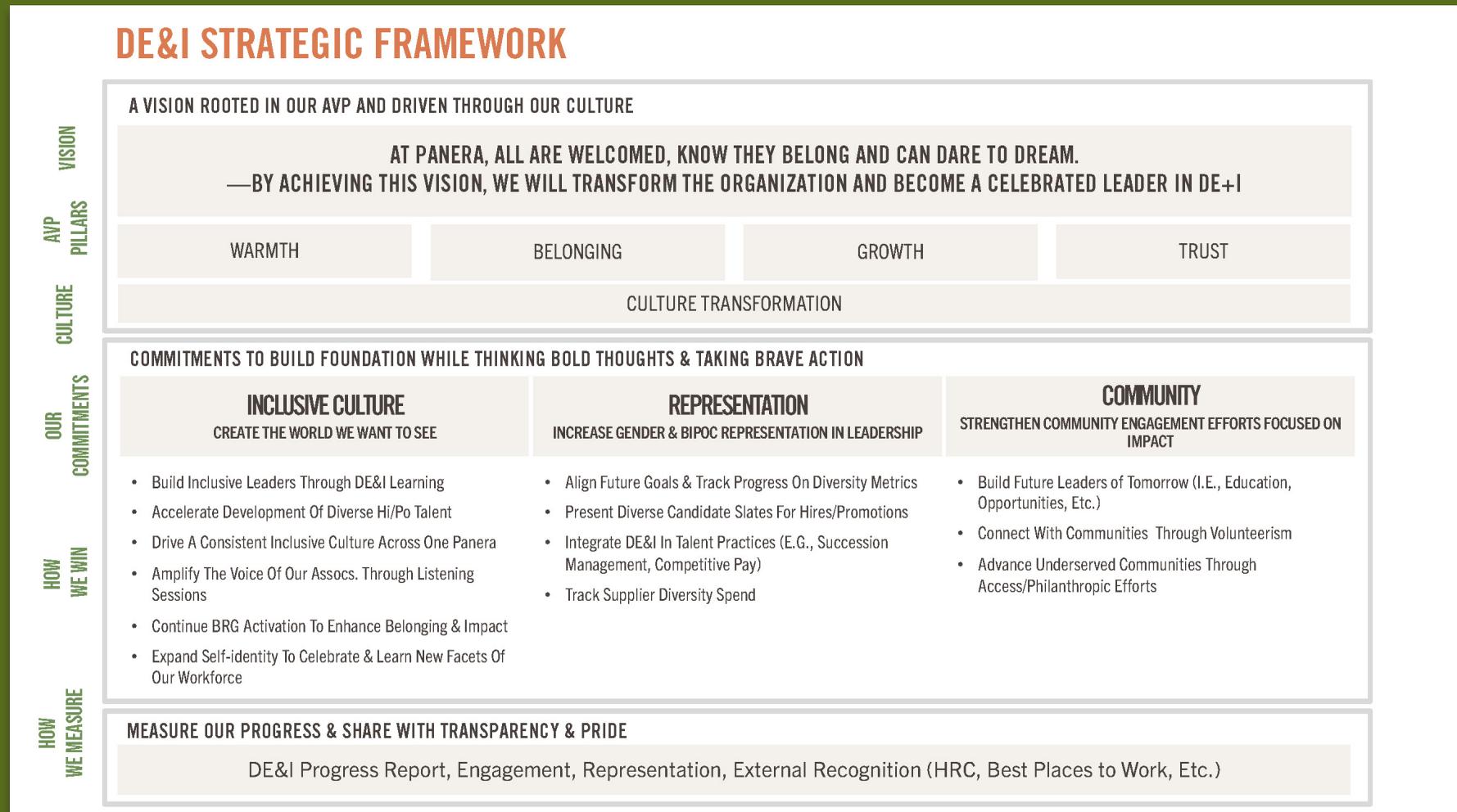
To increase gender and BIPOC representation in leadership.

3. COMMUNITY

To strengthen community engagement efforts focused on impact.

OUR STRATEGIC FRAMEWORK

This is how we articulate our vision, the pillars that support it and the commitments that bring it to life.



OUR RESULTS

We are proud of our DEI progress, and delighted to have it confirmed by others.

In the fall of 2021, an international consultancy conducted a study of our DEI activities during 2020 and 2021, giving Panera the second-highest achievable rating.

At Panera, all are welcomed, know they belong and can dare to dream.

Our activities were evaluated against global best practices and multiple DEI frameworks (including an adapted version of the Accounting Inclusion Maturity Model and Questionnaire developed by the American Institute of Certified Public Accountants). Our DEI commitment was rated in four key areas: Workplace, Workforce, Marketplace and Community. Each area was assigned a DEI maturity level ranging from 1 to 4, with 1 being foundational and 4 being optimized.

Our overall score was 3 (see details on next page), meaning that our DEI agenda is firmly entrenched in our business practices, viewed as a growth enabler and championed by our leadership. In addition, our Associate Engagement Survey survey tells us that associates can feel our progress, with 75% saying they have a sense of belonging at Panera.



PANERA'S DEI SCORECARD*

Level
3

WORKPLACE

- Three-year vision for DEI
- VP of DEI appointed in 2020
- Clear targets for gender and racial representation and promotion

Level
3

WORKFORCE

- All company associates and those of franchise partners that opt in attend Cultural Intelligence training
- Executive leaders attend six-part conscious inclusion training
- Panera Dream Project™ activated to improve growth opportunities for high-potential diverse talent through leadership accelerator and job rotation program

Level
2

MARKETPLACE

- Commitment to track supplier diversity spend
- DEI best practices regularly exchanged with other brands through the Business for Inclusive Growth initiative (B4IG) and the ESG Collaboration Forum organized by our main shareholder

Level
4

COMMUNITY

- Active response to events that impact employees and communities (e.g., the murder of George Floyd)
- Five-year commitment to the Urban League of St. Louis, including \$500,000 in donations from Panera, LLC and the launch of a food pantry at their headquarters
- Partnership with The Trevor Project, the world's largest suicide prevention and mental health organization for LGBTQ+ young people, including donations of \$50,000 in 2021

✓ **CEO-led and board-endorsed DEI agenda**

✓ **Integrated DEI agenda as a growth enabler**

✓ **75% of respondents said they feel a sense of **belonging** at Panera in the 2021 Associate Engagement Survey**

*Source: Panera Bread DEI Study conducted by international consultancy, June 2022



INCREASING DIVERSE REPRESENTATION

CREATING THE WORLD WE WANT TO SEE

Our DEI strategy is based on three primary commitments:

- Create an **Inclusive Culture**
- Increase diverse **Representation** in leadership
- Grow our impact with **Community** outreach.

In 2021, we advanced all three as we work to create the world we want to see.

WITH OUR PEERS

Our main shareholder actively engages in initiatives to enable its portfolio companies to exchange best practices, including through the quarterly held ESG Collaboration Forum. As an offshoot of this, in 2021, with Caribou Coffee we co-created the Portfolio Companies' DEI Committee. The committee meets monthly, sharing structured processes for integrating brand-centric DEI strategies into our businesses to extend the reach of our impact. Pamela Morris-Thornton is a co-leader of this group.

Partnering with our peer companies, we continue to advance inclusivity in the global business community as a member of the Business for Inclusive Growth initiative (B4IG). This involvement allows us to share our best practices and learn from other global business leaders.

“I came to Panera to find a place to belong – and now I am intentional about building diverse teams where I encourage everyone to bring their authentic selves by showing up as Isaias (a young, Dominican, gay man).”

-Isaias, AOP, Manhattan Market

WITH OUR FRANCHISE PARTNERS

In 2021, we accelerated momentum toward achieving our mission of One Panera for a Healthier and Happier World by forming with our franchise partners a Brand DEI Committee. This committee discusses DEI initiatives and the actions needed to fuel them. For instance, working with our largest US franchise group, Covelli Enterprises, we helped grow awareness for autism through the sale of Pieces of Hope cookies, raising \$19,000 for [Autism Speaks, Inc.](#), a non-profit organization dedicated to improving the lives of people with autism through research, advocacy, programs and services.

WITH OUR ASSOCIATES

In 2021, we strengthened our commitment to creating an environment where all associates feel free to bring their best authentic selves to work by expanding the gender pronouns available to self-identify in our People system. In 2022 and beyond, we will encourage more associates to update their Workday profiles with other self-identifications, such as veteran and disability status. We will use this information to better inform our business decisions.



MEASURING OUR MOMENTUM

We hold ourselves accountable for our progress toward a more inclusive environment through annual benchmarking tools.

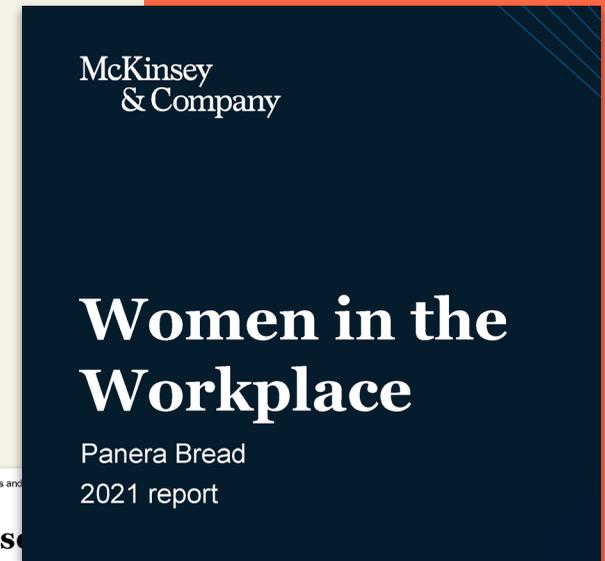
HUMAN RIGHTS CAMPAIGN (HRC) CORPORATE EQUALITY INDEX

For the 2022 HRC report released in January, Panera received an **85** for its ongoing commitment to building an inclusive environment for our lesbian, gay, bisexual, transgender and queer (LGBTQ+) associates. [Read more](#) about our score here.

The HRC noted that our areas of opportunity included expanding our outreach to the broader LGBTQ+ community and providing health benefits for associates' domestic partners. In 2021, Panera, LLC approved the extension of health benefits to associates' domestic partners and began offering the benefit in 2022. Since we made this offering available, 70 domestic partners have registered for coverage, accounting for 5% of all registered spouses/domestic partners.

WOMEN IN THE WORKPLACE STUDY

We also joined 423 companies to participate once again in the annual [Women in the Workplace Study](#), the largest comprehensive study on the state of women in corporate America. The report found that Panera, LLC was pursuing many of the programs intended to improve inclusion and reduce burnout among its above-cafe women associates, including DEI training, representation, inclusion practices and wellbeing. Our greatest opportunity is in offering Paid Family Leave, which is on our roadmap to add in 2023 or 2024.



Detailed actions to improve diversity and representation

Company policies and programs > Company actions to improve inclusion and reduce burnout

Detailed actions to improve inclusion and reduce burnout

■ Differentiator for your company¹
■ Gap for your company²
⊙ Your company offers
 ⊗ Your company does not offer

Type of policy, program, or practice	Detailed policy, program, or practice	Your company offers	Restaurants peers offer (%)	All companies offer (%)	Top performers ³ offer (%)
Focus on intersectionality and allyship education	Training on promoting DEI and/or reducing bias in a virtual environment	⊙	54%	55%	92%
	Allyship training or programs	⊗	38%	53%	92%
	Exploration of intersectionality as a part of bias training	⊗	38%	54%	92%
Provide mentorship and sponsorship programs for women of color and support ERGs	Formal mentorship or sponsorship programs for employees from underrepresented groups	⊙	54%	52%	85%
Adjust policies to better support employees' wellbeing	Paid family leave	⊗	85%	84%	100%
	Increasing mental health supports	⊗	62%	60%	92%
	Encouraging new hires to set boundaries around availability	⊗	33%	33%	58%

¹ Offered by your company but only offered by less than 1/3 of industry peers
² Not offered by your company but offered by more than 2/3 of industry peers
³ Companies that have made improvements in representation of women at most levels of the pipeline over the last four years, and in many cases, consistent year over year gains; have higher women's representation than their industry peers and outperform on representation of women of color

Source: 2021 Women in the Workplace HR policies and programs data for US/Canada McKinsey & Company 18

CULTURAL INTELLIGENCE **ACTIONS ROOTED IN RESPECT**

Looking to ensure that all associates understand the effects of bias, harassment and microaggressions, we enhanced and expanded our Cultural Intelligence training, launched in 2020, making it a requirement for all associates in 2021. The training sets behavioral expectations by presenting complex real-life scenarios to help us improve day-to-day interactions among associates and with our guests. Over 96,000 company and franchise associates completed the training, which is available in both English and Spanish.

THE PANERA DREAM PROJECT™ **UNLOCKING THE POTENTIAL OF BIPOC LEADERS AND** **THOSE EXPERIENCING FINANCIAL HARDSHIP**

In 2021, Panera, LLC developed a new initiative called The Panera Dream Project™, a leadership acceleration program for underserved associates focused on creating meaningful and lasting impact through three tracks: Education, Experience and Ownership. Our Education track launched in early 2022, with the offering of a Panera Dream Project Scholarship available to BIPOC associates and/or those experiencing financial hardship who are seeking a two- or four-year degree. Thirty-six company and franchise associates received awards of up to \$10,000 in June 2022. Our goal with the Panera Dream Project™ is to help talented associates create a path to professional and financial success.



Panera
DREAM
PROJECT™

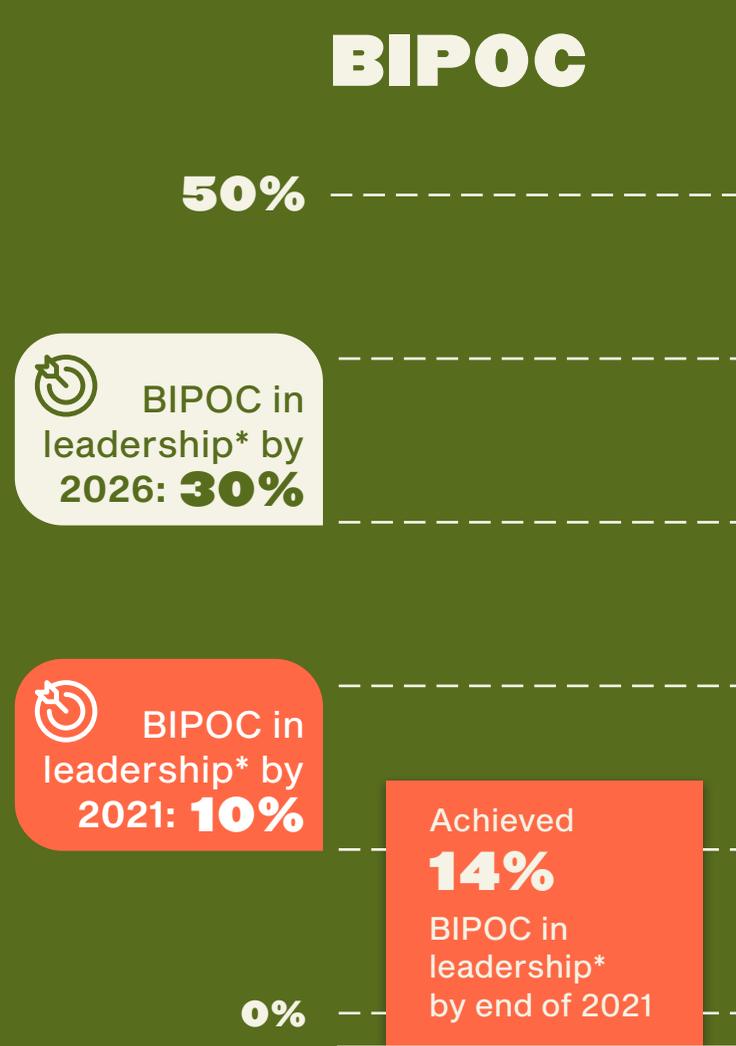
OUR PROGRESS

INCREASING THE NUMBER OF WOMEN & BIPOC LEADERS

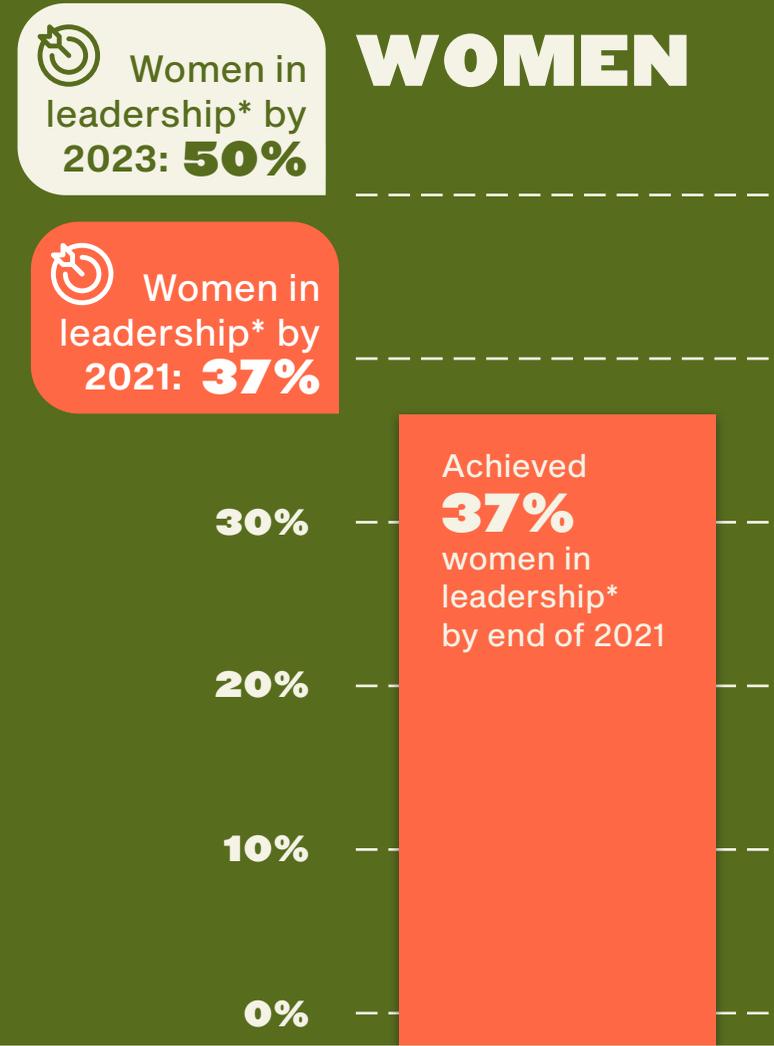
Our goal is for leadership at Panera to reflect the diversity of our enterprise, our nation and our world. Seeking diverse slates of candidates for open positions ensures we are placing the best talent in the right roles and continuing to develop the next level of leadership. We are pleased to have met or exceeded our 2021 targets and look forward to raising the bar going forward.

LEADERSHIP

BIPOC



WOMEN



*Panera, LLC director level and above

ALL ASSOCIATES

BIPOC



4.1%

Year-over-year gain in the percentage of people of color in our total associate population (total 49%)

VETERANS

185

Associates self-identified as a protected or non-protected veteran

GENDER IDENTITY

465

Associates self-identified as he/they, she/they, or they/them

PEOPLE WITH DISABILITIES



10,000+

Associates identified as having a disability or having a record of a disability

We strive to be inclusive, as **20% (52 million) of US adults** visit our bakery-cafes every quarter.

This inclusive mindset manifests in **everything we do:**

- In our **menu**, where we have launched the World Flavors platform to celebrate international cuisines.
- In our **advertising**, where we cast diverse talent, and partner with real people turned influencers and TikTokers.
- In our industry-first commitment to become **climate positive** by 2050.
- In our **DEI initiatives**.
- In our **philanthropic initiatives**. For instance, we donate over \$100 million in baked goods to charity every year.
- In our **internal media and training**. Our internal media teams produce inclusive training with diverse representation in video, photography, animation, and audio content.

BUILDING AN INCLUSIVE CULTURE



OUR BUSINESS RESOURCE GROUPS (BRGs)

In 2021, we continued to strengthen our BRGs and their broad span of influence in promoting an inclusive culture through the depth of experiences they provide. Our six BRGs provide spaces where diverse thoughts and ideas are valued and respected and where associates from across Panera can find community and a sense of belonging.



BLAAC (BLACK, LATINX, AFRICAN AMERICAN, AFRICAN AND CARIBBEAN)

Launched in 2020, BLAAC offers a support network focused on cultural diversity and the professional development of Panera's

black and brown associates. BLAAC seeks to foster respect and awareness by contributing to the inclusive environment that results from a diverse workplace.

In 2021, BLAAC launched a leadership series, moderated by executive sponsor Debbie Roberts. Guest speakers Michael

McMillan, President and CEO of [The Urban League of Metropolitan St. Louis](#), Inc., and Cheryl Jones, President and CEO of [Girls, Inc. of St. Louis](#), focused on servant leadership and shared their professional journeys.

Executive Sponsor: **Debbie Roberts, Chief Operating Officer**



PANERA ENABLED (ENHANCING ABILITIES AND LEVERAGING DISABILITIES)

Panera ENABLED was founded in 2019, with the goal of increasing awareness and acceptance of those with disabilities in the workplace. In 2021, ENABLED refreshed its goals, expanded its nonprofit partnerships, increased communications and designed a new logo.

Working with the People Team, the group developed accessibility guidelines for digital media and offered accessibility audits to



departments throughout Panera. ENABLED also created an online resource for all Panera associates, outlining the importance of people-first language and raising awareness about disability-related topics.

Last September, Sr. eLearning Manager Danny Houk represented Panera at

the [Universal Design Summit](#), a nonprofit educational program and conference dedicated to ensuring every person has full access to public places, housing, transit, communication and information. To further its mission of increasing awareness of disabilities in the workplace, ENABLED encouraged associates across Panera to read books featuring insightful first-person stories.

Executive Sponsor: Rob Sopkin, Chief Development Officer

“Stepping into co-lead for ENABLED was intimidating, as many worthy projects are. It was important to me to foster the growth of our small but mighty group, to provide education and opportunities that make Panera a more inclusive space. For abled folks like myself, it’s easy to forget that diversity includes disability. All of our BRGs help provide space for community, where everyone is embraced as their authentic selves.”

-Claire, Manager, Social Care and Listening



MCNG (MULTI-CULTURAL NETWORKING GROUP)

MCNG celebrates the diverse backgrounds, experiences, culture, ethnicities and beliefs that make us unique, yet bring us together in common humanity. The group has spoken out against growing violence toward different demographic groups, sending to all company associates a call to action titled “Stop AAPI Hate,” denouncing the nationwide escalation of derogatory language, racism and violence against the Asian American and Pacific Islander communities.

In 2021, MCNG donated \$5,000 from t-shirt sales to the Thorn Organization, which works with technology companies, law enforcement and non-government organizations (NGOs) to prevent the spread of abusive content directed at children on tech platforms.

Forced by the pandemic to re-imagine its popular *Recipes for Diversity* signature event, an annual in-person showcase of foods and cultural traditions reflecting the many ethnicities found at Panera, MCNG launched Cultural Kitchen, a series of online videos in which Panera associates prepare a recipe and share stories and experiences that reflect their cultural heritage and take viewers on a culinary journey.

Executive Sponsor: John Meister, Chief Information Officer

MCNG

Multi-Cultural Network Group



PANERA PRIDE ALLIANCE (PPA)

PPA is dedicated to creating a world where the LGBTQ+ community and allies are safe and proud to be their most authentic selves – a world where we all can confidently say “I Belong”. This past year, the group helped expand the number of gender pronouns available for self-identification

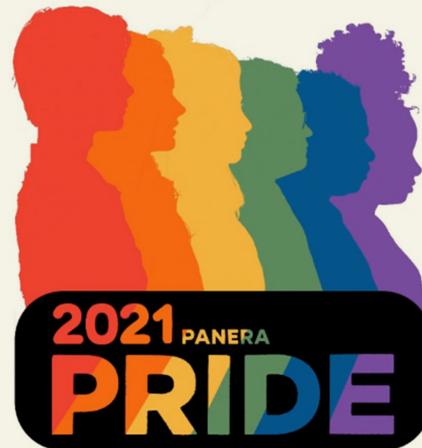
in Workday. All associates also were encouraged by Executive Sponsor Eduardo Luz to add gender pronouns to their email signatures in celebration of National Pronoun Day, with a link to information about why this self-identification is important to a more inclusive culture at Panera.



PPA also launched the popular podcast series *Spillin' Tea with Robb*, featuring Robb Horn, Sr. Manager of Off Premise Learning. The podcast series fearlessly tackles different challenges experienced by LGBTQ+ associates and allies.

When COVID-19 temporarily halted annual Pride parades, PPA in 2021 hosted its second virtual celebration to benefit **The Trevor Project**, the world's largest suicide prevention and mental health organization for LGBTQ+ young people. The group raised more than \$21,000 in donations from associates and leaders across the organization. PPA also sponsored a companywide contest seeking t-shirt designs for Pride month. The winning design was created by a cafe associate and featured on t-shirts worn during parades and other events during the month and throughout the year.

Executive Sponsor: Eduardo Luz, Chief Brand & Concept Officer



“Fifteen of my 16 years, I felt as if I had to throttle my most authentic self at Panera because I wasn’t sure if someone, at some point, would deem me ‘less than’ as a gay man. We had so many new executives and so much change – it was scary not knowing whether I’d be accepted. Our new leaders have been so amazing and so supportive – I finally feel like this is a safe place. So proud to be part of this Panera family.”

-Jordan, Sr. Director, Bakery Operations



SCIENCE
IS REAL
BLACK LIVES
MATTER
NO H...

PRIDE



PANERA SALUTE

Panera Salute elevates awareness of the challenges veterans may experience navigating the corporate world by acknowledging, appreciating and advocating for those who have served in the Armed Forces and their families. Among the recent activities, the group placed flags on the graves of fallen soldiers on Memorial Day 2021.



Salute also organized a t-shirt drive that raised more than \$3,000 for the [Greater St. Louis Honor Flight](#), which honors St. Louis area veterans' service to our country by providing an all-inclusive trip to Washington, DC. Salute also hosted meet and greets for the St. Louis Honor Flight participants, providing fellowship and information in advance of their trip.

In recognition of Veteran's Day 2021, Salute recognized all associates who have served and are serving our country by highlighting the story of honored General Manager Mike Earnest, of Greenwood, Ind., a veteran who served five years with the 101st Airborne Division and served two tours of duty in Iraq.

Executive Sponsor: **Jeff Harman, SVP, Company Operations - Central**

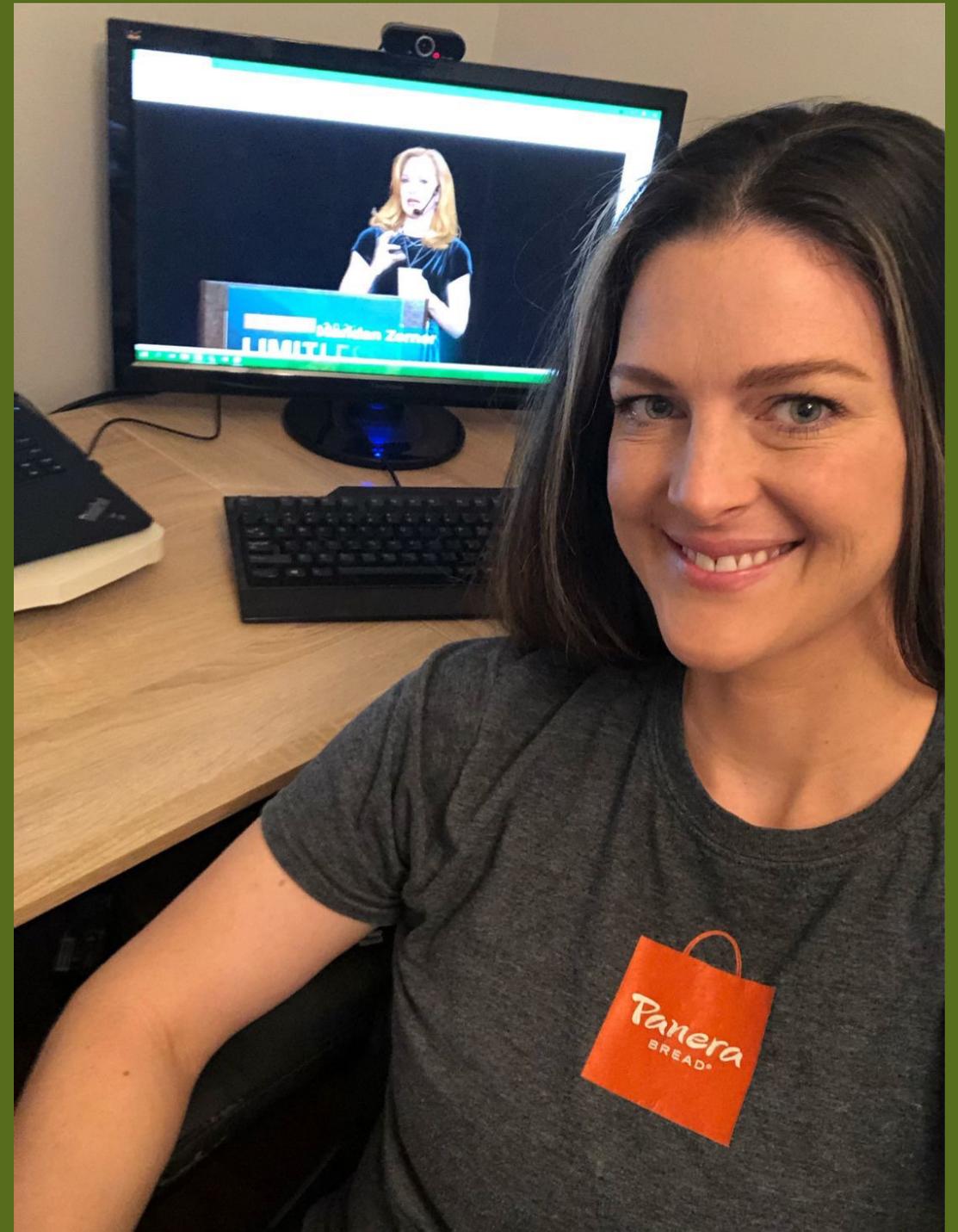


PANERA WOMEN'S NETWORK (PWN)

PWN is dedicated to uplifting the voices of women within Panera. In January 2021, PWN partnered with MCNG to celebrate the inauguration of Vice President Kamala Harris. During Women's History Month in March 2021, 63 women attended virtually the **Women's Foodservice Forum (WFF)** annual Leadership Conference, bringing back a wealth of information to share with their teams. Panera's Chief Operating Officer Debbie Roberts was also elected to the WFF Board.

Throughout the year, PWN members were active in several mentoring networks and hosted six virtual events centered around development with Executive Leadership participation. Sixty-five associates participated in the **Engage Mentoring Network**, a mentoring program focused on career development. In 2022, the group expanded the mentoring opportunity across all BRGs.

Executive Sponsor: Ted Stedem, Chief Financial Officer



Community of Interest Speakers - Women of Color

Pamela Morris-Thornton, VP, DEI, participated in one of the many sessions offered during the 2021 WFF Leadership Conference.





**GROWING OUR
COMMUNITY IMPACT**



COMMUNITY INCREASING OUR IMPACT

Collaborating with organizations that share our dream of an inclusive and equitable world is one of the important ways we serve our communities and have an impact beyond the walls of our bakery-cafes, support centers and FDFs. We are committed to driving positive impacts throughout our communities and engaging and empowering our associates to passionately serve others.

In 2021, we accelerated this commitment by partnering with organizations focused on developing future leaders and supporting their efforts to ensure underserved populations have access to the education and experiences that lead to personal and professional success.

Panera also established a new partnership with the [Daisie Foundation](#), a nationally recognized organization with a mission to provide ongoing opportunities for under-resourced women and children in Chicago and beyond. In December 2021, we joined with the Daisie Foundation to provide lunch and spread holiday cheer to 400 Chicago-area students.



We also donated an oven to the students at [Cardinal Ritter College Prep](#), a private Roman Catholic high school in St. Louis.

“I cannot thank Panera enough for their generous gift of the . . . oven. An investment in our scholars helps them receive a quality education that prepares them to be tomorrow’s physicians, educators, engineers, business and community leaders.”

- Tamiko Armstead,
President of Cardinal
Ritter College Prep

URBAN LEAGUE OF METROPOLITAN ST. LOUIS AND URBAN LEAGUE OF DETROIT

Given our ties to St. Louis, Panera shares an interest in the successful mission of The Urban League of Metropolitan St. Louis to empower African Americans and others throughout the region to secure economic self-reliance, social equality and civil rights. In 2021, we celebrated the first anniversary of our five-year partnership with the opening of the Panera Pantry at the **Urban League's St. Louis** headquarters. Since its opening, the Panera Pantry feeds hundreds of people weekly, offering fresh produce and non-perishable items from local grocers and bread from our bakery-cafes. In 2021, we also jointly hosted job fairs to recruit our Customer Care representatives and Retail Team Members.

When the **Urban League of Metropolitan St. Louis** mobilized its Division of Public Safety and Community Response to execute a large-scale, drive-thru distribution of food and PPE in St. Louis City and County, Panera associates from IT, Supply Chain and several other departments heeded the call, helping feed more than 1,000 volunteers between August 2020 and January 2021.





Building the Panera Pantry at the Urban League's St. Louis headquarters

“The Urban League is extremely grateful to Panera for the multi-dimensional partnership that we have forged over the years. Panera Team Members are involved in EVERY facet of the Urban League, from volunteering in the office and at special events; providing food every week for those in need; serving on our board of directors; helping lead our Capital Campaign for a new regional headquarters right in the heart of the black community; and providing much-needed resources for our seniors, youth and clients overall! Panera and the Urban League have changed thousands of people’s lives by working together to make a difference!”

- Michael P. McMillan, President and CEO of The Urban League of Metropolitan St. Louis

Retail Team Members and leadership also participated with the **Urban League of Detroit & Southeastern Michigan** as a title sponsor in their annual golf tournament. The tournament raises funds to support their ongoing work enabling people of color to reach their full potential through college scholarships and several youth development programs.



“There is nothing more rewarding than giving back to your community, and knowing that you work for a company that puts such an emphasis on giving back makes it even better. Volunteering with my Panera family at the food distribution and flu shot drive-thrus for the Urban League is always fun, and the fact that we get to meet face to face the community members the UL serves makes it even more fun.”

- Mandi , Manager, Legal Department



GIRLS, INC.

We formally launched a partnership with [Girls, Inc. of St. Louis](#), which helps girls ages 5-18 navigate life's challenges at more than 1,500 sites in 350 cities across the U.S. and Canada.

In 2021, Panera donated 100 laptops to Girls, Inc. to support virtual learning during the pandemic for those without technology. And in 2021, Panera's IT department hosted five minority high school juniors in an MIS rotational summer internship program. The interns learned about project management, help desk support, IT development and security. They also learned strategies to overcome barriers women regularly face as they develop into future leaders within IT and related areas.

In addition, Chief Information Officer John Meister was appointed to the Girls, Inc. of St. Louis board of directors in the fall of 2021.

“Panera’s incredible partnership has helped bridge the digital divide that so many of our girls and their families have experienced over the years.”

- Cheryl Jones, President & CEO of Girls, Inc. St. Louis

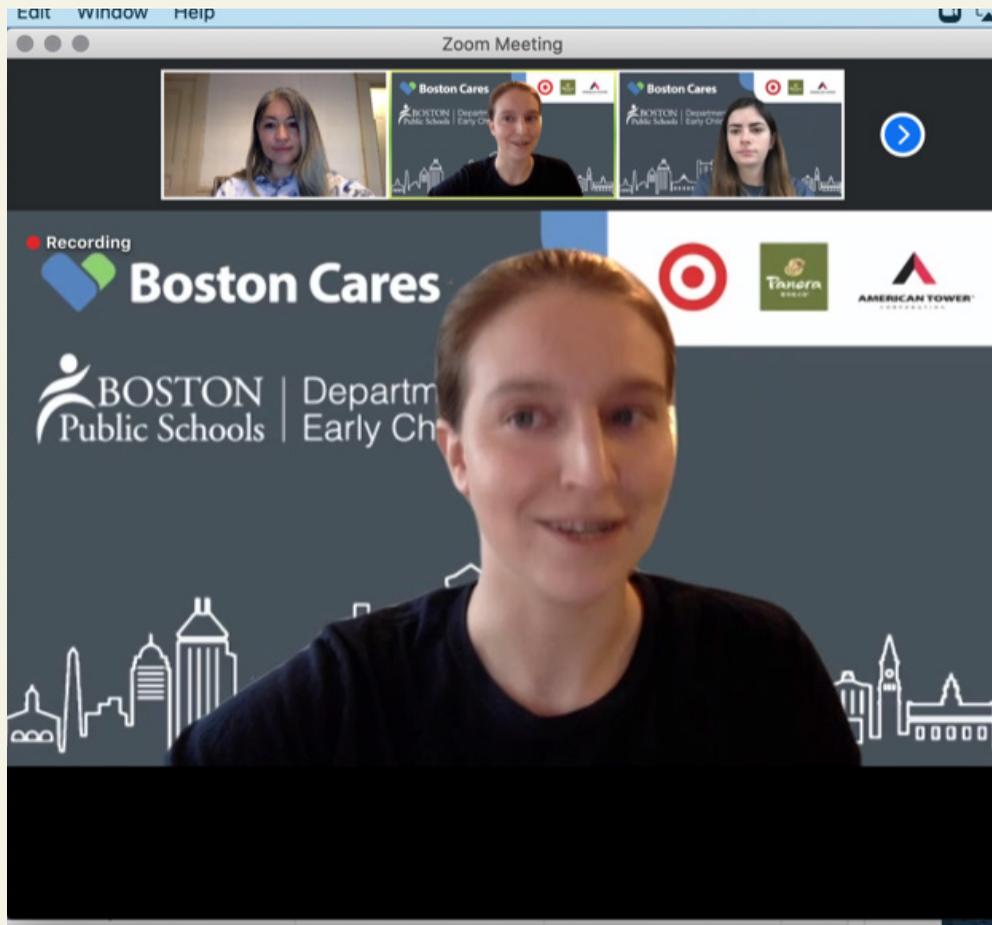
TEAM PANERA DOING GOOD

In an effort to empower our associates to invest their time, treasure and talent in their communities, we introduced **Team Panera Doing Good**, a volunteer and giving technology platform powered by Benevity. The platform, which helps above-cafe associates find and register for volunteer opportunities in their community and track their service hours, launched prior to the 2022 Martin Luther King Jr. Day of Service. More than 300 associate volunteer hours were logged that day.

In early 2022, we also partnered with the **United Way** to donate over 200 coats to **Boys and Girls Clubs of Greater St. Louis**, **Urban League of Metropolitan St. Louis**, and **Saint Louis Crisis Nursery**. At the same time we partnered with **Boston Cares**, New England's largest volunteer agency, supporting more than 150 Greater Boston schools and non-profit agencies, to provide volunteer opportunities for Support Center associates. Panera, LLC also donated \$10,000 to **Boston Cares**.



SERVING IN THE COMMUNITY



Reading books for Boston Cares



Donating handmade masks for Boys and Girls Club



Donating homemade blankets for the Animal Humane Society



MLK Day of Service

Family Coat Drive



**AWARDS,
RECOGNITION AND
DISTINCTIONS**

CIVIC LEADERSHIP AWARD

URBAN LEAGUE OF METROPOLITAN ST. LOUIS (JANUARY 2022)

Presented to Panera, LLC during the Martin Luther King Jr. Day of Service at the Urban League of Metropolitan St. Louis headquarters in recognition for the support provided during the COVID-19 relief drives.

WOMEN IN LEADERSHIP AWARD

URBAN LEAGUE OF METROPOLITAN ST. LOUIS (MARCH 2021)

Presented to Pam Morris-Thornton, VP, Diversity, Equity and Inclusion. The award recognizes outstanding women from various professional and civic categories who embody the organization's mission to help create opportunity for disadvantaged and overlooked individuals and communities.

TABLE OF EXPERTS: WOMEN WHO LEAD, ST. LOUIS BUSINESS JOURNAL (MARCH 26, 2021)

Megan Mikolaichik, SVP, Supply Chain Transformation and Commercialization, participated in a roundtable discussion on women and the workplace.

GIRLS INC. OF ST. LOUIS BOARD OF DIRECTORS (AUGUST 2021)

John Meister, Chief Information Officer, was named to the group's board of directors.

WOMEN'S FOODSERVICE FORUM (WFF) BOARD OF DIRECTORS (OCTOBER 2021)

Debbie Roberts, Chief Operating Officer, was named to the group's board of directors.

THANK YOU

for taking the time to read our latest DEI Progress Report. We are proud of what we've accomplished and the many ways we are helping to make Panera and the organizations and communities we touch more diverse, equitable and inclusive.

If you have ideas that would further our progress, please reach out to diversity@panerabread.com.

We look forward to sharing our continued efforts in our DEI journey in next year's progress report.



Panera
BREAD[®]