



2022
RESPONSIBILITY
UPDATE

Panera
BREAD®

OVERVIEW

THIS UPDATE SHARES OUR 2022 PROGRESS AND PERFORMANCE AGAINST EXISTING COMMITMENTS.

OUR FOOD

We believe good food is generous to all: our guests, associates, supply partners, and the planet. Our Food Beliefs serve as a compass, helping us provide meals that are delicious, and made with high-quality, select ingredients.

The safety and quality of our food is our number one priority — we consider it our license to operate. We take a systematic and rigorous approach to ensuring food quality and safety in our bakery-cafes and manufacturing locations.

OUR ENVIRONMENT

Our 2025 targets focus on renewable electricity, guest packaging, and low carbon Coolfood meals. We also manage waste in our cafes, and continue to develop and work against our long-term commitments and actions on climate change.

CLIMATE

In 2022, we began revising our greenhouse gas footprint taking into account the Science Based Target initiative’s new guidance related to forest, land and agriculture (FLAG). We are continuing to consider the implications for our climate plans. In 2022, the U.S. experienced several extreme weather events that impacted supply chains and local businesses including Panera. To support business continuity regardless of external circumstances, our fresh dough facilities have emergency contingency plans that are updated annually and include backup supply options for key resources like water.

In addition, we prioritize multi-sourcing of key ingredients to ensure consistent supply when disruptions occur. With extreme weather on the rise, we continue to plan in advance wherever possible to avoid shutdowns and product delivery disruptions. For example, in 2022 Hurricane Ian severely affected Florida and the tomato crop but our supply chain and operations were prepared and quickly approved alternative supply for tomatoes to avoid disruptions.

PACKAGING

In 2022, we completed our process of removing intentionally added per- and polyfluoroalkyl substances (PFAS) from all of our to-go packaging. In 2022, we added the How2Recycle (H2R) guidance label to hot and cold cups. As of the end of 2022, 88% of our branded packaging which was approximately 55% of our total packaging by weight, carried the H2R label.

OUR COMMUNITIES

We proudly serve our communities by donating bread and baked goods to charities dedicated to fighting hunger and food insecurity, by awarding local non-profits with grant funding to invest in

underserved children and youth through the Panera Bread Foundation, and through associate volunteerism. In 2022, we donated a retail value of over \$85 million in unsold baked goods through our [Day-End Dough-Nation®](#) program.

OUR ASSOCIATES

Success at Panera is driven by the passion and dedication of our associates. We promise a rewarding experience that fuels our associates’ wellbeing, and we invest in our people — including the number one Leaders at Panera, our bakery-cafe general managers. Investing in our associates’ wellbeing means they can in turn give their best to our guests and each other. Our guiding values and behaviors, the Panera Way, help us create a great workplace experience for everyone. Research supports what we at Panera already know: diverse organizations are more innovative, have greater associate engagement and perform better. We are committed to DE&I because it strengthens our culture and drives our business.

GOVERNANCE

Panera Bread is part of Panera Brands, a portfolio of complementary brands bound by common values and shared growth opportunities. Each Panera Brands company is run independently with certain shared, overarching governance structures, such as our Code of Business Ethics & Conduct and the Panera Brands Board of Directors. Our Board exercises their business judgment to act in the best interests of Panera and its shareholders. In 2022, 40 percent of our board of directors are women in contrast to 23 percent in 2021 and 8 percent in 2020. Governance at Panera Bread includes Ethics and Compliance, ESG oversight, Data Privacy and Security, and Enterprise Risk Management.

OUR ESG COMMITMENTS

We have set the following targets to make progress toward achieving our sustainability vision.¹ Please see our [data tables](#) for complete details.

TOPIC	COMMITMENT	2022 PROGRESS as of end of year
FOOD BELIEFS ²	100% of primary eggs sourced are cage-free by the end of 2022.	ACHIEVED
	100% of all eggs sourced annually are cage-free by the end of 2025.	66%
	100% of poultry sourced is raised without antibiotics. ³	Chicken: ACHIEVED Turkey: 86%⁴
	100% of pork products are sourced from farms where pigs are raised without antibiotics, vegetarian fed and pregnant sows are raised in group housing.	ACHIEVED
	Our bakery-cafe food is Clean , as defined by our No No List .	ACHIEVED

¹ By committing to a goal (“goal”, “target”, “commitment”) we intend to seriously pursue that goal, but external or internal events or conditions may occur which prevent us from reasonably achieving that goal or within the stated time frame. We may also reevaluate our commitments from time to time.

² From time to time, external factors such as supply chain disruptions or product recalls may require us to use conventional products or ingredients.

TOPIC	COMMITMENT	2022 PROGRESS as of end of year
ENVIRONMENT	Become Climate Positive by 2050.	
	<ul style="list-style-type: none"> Set a Science Based Target. Remove more carbon than we emit. 	<ul style="list-style-type: none"> Science Based Target and emissions reduction roadmap in development
	60% of bakery-cafe entrees are low carbon Coolfood meals by the end of 2025.	57%
	50% of electricity used by company-owned operations is renewable by the end of 2025.	0%
DIVERSITY, EQUITY AND INCLUSION	100% of packaging is circular (reusable, recyclable and compostable) by the end of 2025.	71%
	50% of people in Director and above management roles are women by the end of 2023.	41%
	30% of people in Director and above management roles are BIPOC by the end of 2026.	15%
WASTE	100% of company-owned bakery-cafes have established a recycling program where feasible by the end of 2021.	100% of company-owned cafes where feasible (equal to 70% of total company-owned cafes)
PHILANTHROPY	Donate unsold bread and baked goods from our company-owned cafes at the end of the day.	<ul style="list-style-type: none"> 3,300 non-profit donation partners nationwide 520 non-profit donation partners assigned a new donation night in 2022⁵

³ This applies to chicken and turkey used in salads, sandwiches, flatbread pizzas and warm bowls in U.S. company-owned and franchised operations.

⁴ The avian influenza (bird flu) outbreak in 2022 significantly reduced our supply of raised-without-antibiotic turkey and we replaced it with conventional turkey, and provided transparent communication to guests.

⁵ This metric is for January 1, 2022 to December 31, 2022.

DATA SUMMARY

OUR FOOD

RAISED WITHOUT ANTIBIOTICS

	2019	2020	2021	2022
Chicken	100%	100%	100%	100%
Turkey	100%	100%	100%	86%*
Pork	97%	99%	100%	100%

* The avian influenza (bird flu) outbreak in 2022 significantly reduced our supply of raised-without-antibiotic turkey and we temporarily replaced it with conventional turkey, and provided transparent communication to guests.

The above totals include proteins used in salads, sandwiches, Flatbread Pizzas and Warm Bowls in U.S. company-owned and franchised operations.

PASTURE RAISED, GRASS FED AND JUDICIOUS USE OF ANTIBIOTICS

	2019	2020	2021	2022
Steak	99%	100%	100%	100%*

* 0.2% of total beef sourced in 2022 was grain-finished. This volume was for a product test.

The above totals include proteins used in salads, sandwiches, Flatbread Pizzas and Warm Bowls in U.S. company-owned and franchised operations.

CAGE-FREE EGGS (ANNUAL VOLUMES SOURCED)

	2019	2020	2021	2022
Primary	31%	32%	100%**	100%
Secondary	—	—	17%*	21%
Total	11%	11%	51%*	66%

* 2021 figures are restated, following correction of a calculation error.

** The 2021 primary figure of 100% is as of year-end, following recovery from a supply issue.

Primary supply represents approximately 60% of Panera's total egg supply in our U.S. bakery-cafes. Primary supply is specific to eggs sourced directly for bakery-cafes. We began including secondary eggs in our totals in 2019.

We use the USDA definition of cage-free. Primary eggs are those in our salads, bowls and sandwiches. Secondary eggs are used as an ingredient in foods such as our baked goods and salad dressings. Secondary eggs are quantified based on recipes that contain eggs as an ingredient and the type and proportion by weight of those egg ingredients.

CAGE-FREE PRIMARY EGGS BY TYPE (FULL YEAR)

	2021	2022
Liquid Whole	60.22%	100%
Egg White	62.23%	100%
Shell	59.61%*	100%
Hardboiled	100%	100%

* 2021 figure for cage-free shell eggs corrected and re-stated here.

BETTER CHICKEN COMMITMENT (BCC)

BCC COMPONENT	2021	2022
Stocking Density: % chicken raised with a maximum stocking density of 6.0 lbs./sq. foot	0%	1%
Lighting: % chicken meets BCC standards for lighting*	3%	3%
Litter: % chicken meets BCC standards for litter	89%	89%
Environmental Enrichments: % chicken meets BCC standards for environmental enrichments	0%	58%
Controlled Atmosphere Stun: % chicken processed in a manner that avoids pre-stun handling and instead utilizes a multi-step controlled-atmosphere processing system that induces an irreversible stun	0%	0%
Better Welfare Breeds: % chicken from breeds that demonstrate higher welfare outcomes that meet the criteria of the BCC	0%	0%

* All suppliers provide periods of light and dark (hours) that are compliant with the BCC, but the intensity of daytime lighting is not compliant.

To learn more, visit the [Better Chicken Commitment](#).

COOLFOOD MEALS

	2020	2021	2022
U.S. Bakery-Cafe Entrees that are Coolfood Meals	55%	55%	57%

For information on Coolfood and specific entrees, see [our website](#).

OUR ENVIRONMENT

GREENHOUSE GAS EMISSIONS (MT CO₂e)

	2019	2020	2021*	2022
Scope 1	107,730	87,272	89,742	96,741
Stationary	68,317	51,382	54,075	59,462
Mobile	39,414	35,889	35,668	37,279
Scope 2				
Location-Based	174,627	143,141	126,773	122,041
Market-Based	—	—	135,270	126,579
Total Scope 1 + Scope 2 (Market-Based)	—	—	225,013	223,320
Scope 3	2,135,307	1,519,466	1,782,166	1,885,305
Purchased goods and services	66%	61%	66%	60%
Capital goods	8%	5%	5%	6%
Fuel and energy-related activities	3%	3%	3%	2%
Upstream transport	<1%	5%	4%	3%
Waste generated in operations	<1%	1%	1%	1%
Business travel	<1%	<1%	<1%	<1%
Employee commuting	<1%	1%	1%	1%
Downstream transport	8%	8%	8%	7%
EoL of sold products	<1%	1%	1%	1%
Franchises	12%	14%	11%	9%
Total, Scope 1, 2, 3	2,417,664	1,749,879	1,998,681	2,108,625

Totals may not sum due to rounding.

* Our 2021 Scope 2 figures now include the Market-Based approach. Our 2022 Scope 3 breakdown reflects use of updated/new emissions factors.

** Our 2022 Scope 3 figures reflect incorporation of land use change following the Science Based Targets initiative's publication of guidance for Forest, Land and Agriculture sector targets.

GHG INTENSITY (MT CO₂e/SQ FT)

COMPANY CAFES	2019	2020	2021	2022
Scope 1 & 2 GHG Intensity	0.58	0.050	0.048	0.048

Panera measures GHG emissions per square foot of bakery-cafe. This ratio includes Scope 1 and 2 GHG emissions and CO₂, CH₄ and N₂O.

Panera Bread and franchise greenhouse gas emissions: Where landlords pay utilities, estimates for energy use were made based upon landlord billings. All GHG emissions were calculated in metric tons of pollutant (CO₂, CH₄, N₂O, HFCs, PFCs) and converted to metric tons of CO₂ equivalent (CO₂e) using the global warming potentials (GWPs) from the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report (AR4) 2007 using 100-year values. The inventory was prepared in accordance with the WRI/WBCSD Greenhouse Gas (GHG) Protocol — A Corporate Accounting and Reporting Standard (Revised Edition 2004).

- Emissions factors for natural gas and diesel (fleet) were calculated using the U.S. [EPA Center for Corporate Climate Leadership — Emissions Factors for Greenhouse Gas Inventories](#) (2022).
- Emissions factors for electric power were calculated using [U.S. EPA eGRID2021](#), [Green-e® Residual Mix Emissions Rate Tables](#), 2020, and [Environment Canada 2021 National Inventory Report](#).
- Emissions factors were calculated using the U.S. EPA Center for Corporate Climate Leadership — Emissions Factors for Greenhouse Gas Inventories (2022), GHG Protocol Scope 3 Evaluator, and Ecoinvent v3.5, J. Poore, and T. Nemecek Science 2018; 360:987-992.

ENERGY (GJ)

	2019	2020	2021	2022
Total fuel consumption from non-renewable sources	1,624,172	1,382,971	1,342,913	1,413,508
Total fuel consumption from renewable sources	0	0	0	0
Total electricity consumption	1,453,045	1,272,441	1,216,531	1,181,383
Total energy consumption	3,077,217	2,655,412	2,559,444	2,594,892

Panera does not sell energy. The GHG Protocol was the standard used and conversion factors are from the [U.S. Energy Information Administration](#).

Energy consumption used outside of our organization is estimated and reported as Scope 3 GHG emissions in Panera’s 2022 Greenhouse Gas Emissions Inventory.

ENERGY INTENSITY (GJ / SQ FT)

	2019	2020	2021	2022
Energy intensity (electricity, natural gas & diesel)	0.63	0.58	0.57	0.57

Total energy consumption has decreased against our 2016 baseline due in part during 2020 to temporary closures during the pandemic. Panera measures energy intensity on a per square foot basis. Energy intensity includes electricity, natural gas and diesel fuel consumed within the organization.

PACKAGING

	UNITS	2019	2020	2021	2022 *
Total volume of to-go packaging material	Million lbs.	94.3	74.3	89.0	85.6
Non-renewable materials	Million lbs.	37.4	25.8	30.1	28.8
Renewable materials	Million lbs.	56.8	48.5	58.9	56.8
Recycled input materials	%	30	32	52	49.8
Total recyclable, reusable or compostable	%	64.4	59.1	69.6	70.8
Compostable	%	0.5	0.4	0.7	11.4
Recyclable	%	48.6	49.1	60.3	47.4
Recyclable depending on local availability	%	15.7	8.4	8.7	10.9
Partially recyclable	%	—	—	—	7.5
Reusable	%	—	—	—	1.1
Not recyclable, reusable, or compostable	%	35.2	41.9	30.4	29.2

* 2022 data reflects several improvements to our scope of to-go packaging and classification of different packaging items. For example, we moved paper napkins to compostable, and added the partially recyclable designation for items like our paperboard bakery boxes with plastic windows. We are not re-stating past years as our portfolio continues to evolve, there is not a significant net effect on our 2025 goal progress %, and we will use our 2022 approach going forward.

Panera is unable to track the percentage of packaging that is actually reclaimed as guests most often dispose of it offsite.

SOLID WASTE

CUBIC YARDS	2019	2020	2021	2022
Solid Waste	1,663,031	1,483,628	1,768,487	1,705,165
Recycling — Mixed	1,048,626	765,202	825,998	837,517
Composting	6,594	28,589	24,894	22,641
Total	2,718,251	2,277,419	2,619,379	2,565,322

WATER

MILLION GALLONS	2019	2020	2021	2022
Withdrawal	929	559	822	835

OUR COMMUNITIES

DAY-END DOUGH-NATION® PROGRAM

Please see our [website](#) for information about this program.

	2022
Number of non-profit donation partners nationwide	3,300
Number of non-profit donation partners assigned a new night*	520

* This metric is calculated as the sum of donation partners assigned a new night. A non-profit donation partner, defined by their 501(c)3 status, is considered new in 2022 if it began picking up for the first time in 2022 (January 1 - December 31), or if it began picking up on an additional night(s) or from an additional bakery-cafe(s). Partners that were short-term, beginning in 2022 but ending before April 2023, are not included.



OUR ASSOCIATES

DIVERSE REPRESENTATION

	2019	2020	2021	2022
Total Associates	61,177	51,858	53,472	54,394
Women*	58%	60%	63%	63%
BIPOC	47%	45%	49%	50%

	2019	2020	2021	2022
Non-Exempt Workforce	96%	96%	96%	96%
Women*	56%	58%	61%	64%
BIPOC	46%	44%	50%	51%

	2019	2020	2021	2022
Director-level and above	354	331	382	401
Women*	32%	34%	37%	41%
BIPOC	7%	9%	14%	15%
General Manager	1,039	969	958	999
Women*	46%	49%	49%	50%
BIPOC	23%	23%	27%	29%

* This metric captures associates who self-identify as female as of the time of reporting.

Director-level is defined as all Panera LLC associates who are full-time, including any on leave with Director or Principal in their title, all associates in the management level for “Director”, or anyone in the corresponding compensation grade.

WORKFORCE AGE	2019	2020	2021	2022
30 and under	69%	71%	72%	71%
31-50	21%	20%	18%	19%
51 and over	10%	9%	9%	10%

SAFETY

FDF METRICS	2019	2020	2021	2022
Total Recordable Incident Rate (TRIR)	3.67	2.68	2.90	2.49
Days Away, Restricted or Transferred (DART)	1.91	67.46	24.59	52.45
Fatalities	0	0	0	0

The above data covers all Panera FDFs associates only in company-owned and -controlled operations. Only associates work in these facilities.



ABOUT THIS UPDATE

This is Panera's sixth Responsibility publication, covering environmental, social and governance (ESG) topics and activities in fiscal year 2022, between December 29, 2021 – December 27, 2022, or as otherwise noted. This update covers activities by U.S.-owned Panera, LLC (dba Panera Bread and Saint Louis Bread Company) operations and bakery-cafes, (referred to in this update as Panera, Panera Bread, or Company) including discussions of management approach, programs and performance data. In some instances, the boundary is enlarged to include U.S. franchised locations:

- Packaging data and references to our menu covers Panera Bread company-owned U.S. operations and cafes and franchised cafes.
- Environmental performance data (greenhouse gas emissions, energy, water and waste); animal welfare data; references to ingredients, sourcing or our supply chain cover company-owned U.S. operations and cafes and franchised cafes.

This update does not include data for the small number of remaining Au Bon Pain¹ locations, or any international operations. Panera Bread is part of Panera Brands, one of the largest fast casual restaurant companies in the U.S., comprised of *Panera Bread*®, *Caribou Coffee*® and *Einstein Bros.*® Bagels. For information about these companies' ESG work, please see [*Caribou Coffee*®](#) and [*Einstein Bros.*® Bagels](#) publications as they are not included in this update.

Panera is responsible for the preparation and integrity of the information in this update. All internal subject matter experts who contributed to the update, as well as company leadership, have reviewed and approved the update's content and data.

We welcome feedback on our responsibility efforts. Please submit questions or feedback to responsibility@panerabread.com.



¹ Panera acquired Au Bon Pain in 2017 and sold the majority of the Au Bon Pain locations in mid-2021. Panera retained ownership of a limited number of locations and throughout 2022 continued converting these to Panera Bread bakery-cafes.

The background is a solid green color with a repeating pattern of stylized, light green illustrations. These include various types of leaves, flowers, and food items such as bread, a bowl of soup, and a spoon. The Panera Bread logo is centered in the image. The word "Panera" is written in a white, elegant script font, and the word "BREAD" is written below it in a smaller, white, all-caps sans-serif font. A registered trademark symbol (®) is located at the end of "BREAD".

Panera
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