



# 2024 *Responsibility* UPDATE

## A LETTER FROM LEADERSHIP



At Panera, doing the right things the right way is core to who we are. In 2024, we advanced the quality of our food, cared for people, and used resources responsibly across our bakery-cafes. The same warmth guides how we serve guests, support team members, and show up in our communities.

We focused on practical actions with real impact, including continued animal welfare standards, smarter packaging, meaningful food donations, and better tracking of our environmental footprint. We also reviewed our long-term goals to reflect today's supply, regulatory, and infrastructure realities. We will keep sharing progress and moving forward, one guest and one bakery-cafe at a time.

**Brooke Buchanan**

Chief Corporate Affairs Officer, Panera Bread

# IMPACT *Overview*

At Panera, we believe in serving quality food, caring for people, and using resources responsibly. In 2024, we continued to bring our signature Panera warmth to everything we do by focusing on great ingredients, meaningful community support, and practical steps that make a real difference in our bakery-cafes. This Responsibility Update shares our progress across food, people, planet, and governance. With this report the company has made the decision to close out our 2025 sustainability targets and focus on maintaining progress where impact is strongest and updating select targets to match current supply, infrastructure, and regulatory conditions.



**MAINTAINED 100% CAGE-FREE PRIMARY EGGS<sup>1</sup>**



**100% GROUP HOUSING FOR PREGNANT SOWS**



**OVER 3,000 LOCAL DAY-END DOUGH-NATION® PARTNERS**

<sup>1</sup> Primary eggs are menu items featuring eggs as a main ingredient, such as breakfast sandwiches. Secondary eggs refer to those used within other ingredients or recipes, such as noodles, dressings, and baked goods.

## FOOD

Quality food is at the heart of Panera. We remain committed to high-quality ingredients and sourcing practices that support the well-being of people, animals, and the planet. Our **No No List** continues to reflect our belief in high-quality ingredients.

We were the first national restaurant brand to serve chicken raised without antibiotics, and our chicken used on salads and sandwiches continues to meet that standard. For steak, pork and turkey on salads and sandwiches, we follow responsible, judicious-use guidelines that support animal health and food safety.

We maintained 100% cage-free primary eggs for the fourth year in a row. We also took an important step toward increasing cage-free ingredient (secondary) eggs by completing a full feasibility review with our major suppliers, which will guide our next phase of progress.

We continue to uphold strong animal welfare expectations, including group housing for pregnant sows, which helps animals express natural behaviors and reduces stress. For more information on how we source meat, eggs and dairy, please [visit our website](#).

Looking ahead, we will stay focused on sourcing from reputable suppliers who prioritize humane practices. We will maintain 100% cage-free primary eggs, continue pursuing the use of cage-free ingredient eggs, and work in partnership with farmers, ranchers, and animal welfare organizations to strengthen outcomes across our supply chain.

## PEOPLE

We believe food brings people together, and we are committed to supporting the communities we serve.

Our Day-End Dough-Nation® program remains a cornerstone of our community efforts. In 2024, our bakery-cafes donated unsold baked goods with a retail value of \$83 million to more than 3,000 local partners working to fight hunger.

Inside Panera, we continue to invest in a workplace that supports personal growth, professional development, and overall well-being. When our team members feel supported, they bring Panera warmth to life for every guest who walks through our doors.

## PLANET

We remain committed to reducing our environmental footprint through practical actions that reflect today's realities. As part of our refined approach, we are closing out our former renewable electricity target and focusing on direct, measurable steps such as improving energy efficiency across our bakery-cafe network. To support better tracking and accuracy, we moved our annual greenhouse gas inventory to a digital platform and completed a review of climate risks and opportunities across our value chain.

Packaging remains a priority. While we are retiring our 2025 target for 100% circular guest packaging, we have already reached 75% circularity and will continue making progress. In 2024, we removed plastic windows from bakery boxes to reduce single-use plastics and advanced broader efforts through our work with the **Foodservice Packaging Institute** (FPI), supporting improvements in recycling systems nationwide.

We also prepared for new Extended Producer Responsibility (EPR) requirements adopted in several states, including California, where we are working toward more recycled content, improved recyclability, and absolute plastic reductions. We will continue to refine our packaging portfolio, support greater recycling access, plan to maintain the How2Recycle® labeling program for guests, and report our progress each year.

Our Restricted Substances List for packaging remains in effect, including our commitment to eliminate intentionally added PFAS. We continue to conduct third-party testing to ensure our fiber packaging meets these standards.<sup>2</sup>

## GOVERNANCE

Governance at Panera includes ethics and compliance, privacy and data security, enterprise risk management (including climate risk), and oversight of social impact practices. These foundations guide how we operate our business and support transparency and accountability across our organization.



<sup>2</sup> We recognize that perfluorinated compounds are known to be historically persistent in the environment. We are committed to not intentionally adding perfluorinated compounds through our processes but note that perfluorinated compounds present in the local environment make it difficult to remove all traces of fluorine from packaging.



# Data SUMMARY



## OUR FOOD

### CAGE-FREE EGGS

Total 2024 Egg Volume: 151M	2022	2023	2024
% Cage-free Eggs (Primary)	100%	100%	100%
% Cage-free Eggs (Ingredient)	13%	19%	9%
Total % Cage-free Eggs	66%	68%	60%

### CAGE-FREE PRIMARY EGGS BY TYPE

	2022	2023	2024
Liquid	100%	100%	100%
Egg White	100%	100%	100%
Shell	100%	100%	N/A
Hardboiled	100%	100%	100%

### ANIMAL PROTEIN (MILLION LBS)

	2022	2023	2024
Chicken	35.5	31.2	28.1
Pork	6.1	8.0	8.5
Turkey	10.4	8.0	5.7
Steak	3.9	2.8	3.5

### GROUP HOUSING FOR PREGNANT SOWS

	2022	2023	2024
Pork	100%	100%	100%

Sows are moved to a group housing setting when pregnancy has been confirmed.

### BETTER CHICKEN COMMITMENT (BCC)

Please see our [Broiler Chicken Welfare Statement](#) update on our website for more information.

#### BCC COMPONENT

Stocking Density: % chicken raised with a maximum stocking density of 6.0 lbs./sq. foot	0%
Lighting: % chicken meets BCC standards for lighting.	1%
Litter: % chicken meets BCC standards for litter.	100%
Environmental Enrichments: % chicken meets BCC standards for environmental enrichments.	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%
Better Welfare Breeds: % chicken from breeds that demonstrate higher welfare outcomes that meet the criteria of the BCC.	0%

To learn more about the Better Chicken Commitment, visit [www.betterchickencommitment.com/policy/](https://www.betterchickencommitment.com/policy/).

# OUR ENVIRONMENT<sup>3</sup>

## GREENHOUSE GAS EMISSIONS (MT CO<sub>2</sub>E)

	2022	2023	2024
Scope 1	96,741	90,449	89,918
Stationary	59,462	52,077	55,492
Mobile	37,279	38,372	34,426
Scope 2			
Market Based Emissions	126,579	124,388	118,252
Location Based Emissions	122,041	117,859	116,188
Total Scope 1 + Scope 2 (Market-Based)	223,320	214,837	206,170
Scope 3	1,885,305	1,822,142	1,702,658
Purchased Goods and Services	60%	58%	45%
Capital Goods	6%	6%	2%
Fuel and Energy-related activities	2%	2%	2%
Upstream Transport	3%	3%	4%
Waste generated in operations	1%	1%	16%
Business Travel	<1%	<1%	<1%
Employee Commuting	1%	1%	4%
Downstream transport	7%	8%	9%
EoL of sold Products	1%	1%	1%
Franchises	9%	9%	7%
Total, Scope 1, 2, 3	2,108,625	2,036,980	1,910,829

Totals may not sum due to rounding. Methodologies, including calculations and emissions factors, are updated as needed to reflect improved practices. In 2024, we used an updated inventory methodology. Notably, we shifted to a volume based and gap-fill approach along with updated emissions factors for waste, and refined our agricultural purchased goods emissions level of detail and emissions factors.

## GHG INTENSITY (MT CO<sub>2</sub>E / SQ FT)

COMPANY CAFES	2022	2023	2024
Scope 1 and 2 GHG Intensity	0.048	0.044	0.043

Panera measures GHG emissions per square foot of bakery-cafe. This ratio includes Scope 1 and 2 GHG emissions and CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O. Panera Bread and franchise greenhouse gas emissions: Where landlords pay utilities, estimates for energy use were made based on landlord billings. All GHG emissions were calculated in metric tons of pollutant (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs) and converted to metric tons of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) using the global warming potentials (GWPs), which were taken from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) 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 Climate Registry.
- Emissions for refrigerants were calculated using GWPs from the Intergovernmental Panel on Climate Change (IPCC).
- Emissions factors for electric power were calculated using US Residual Mix (Green-E Energy Emissions Rates), U.S. EPA eGRID and Environment Canada.
- Emissions factors for other categories, including Scope 3, were calculated using the US EPA EEIO Supply Chain Greenhouse Gas Emission Factors v1.3, International Energy Agency (IEA), US EPA EF Hub, DEFRA 2023, Ecoinvent 3.11.

## ENERGY (GJ)

	2022	2023	2024
Total fuel consumption from non-renewable sources	1,413,508	1,367,420	1,265,808
Total fuel consumption from renewable sources	0	0	0
Total electricity consumption	1,181,383	1,145,093	1,117,236
Total energy consumption	2,594,892	2,512,513	2,383,044

Panera does not sell energy. The GHG Protocol was the standard used and conversion factors are from the U.S. Energy Information Administration (eia.gov). Energy consumption used outside of our organization is estimated and reported as Scope 3 GHG emissions in Panera’s 2024 Greenhouse Gas Emissions Inventory.

## ENERGY INTENSITY (GJ / SQ FT)

	2022	2023	2024
Energy intensity (electricity, natural gas and diesel)	0.57	0.55	0.50

Panera measures energy intensity on a per-square-foot basis. Energy intensity includes electricity, natural gas, and diesel fuel consumed within the organization.

## REDUCTION IN ENERGY CONSUMPTION (GJ)

	2022	2023	2024
Amount of reduction in energy consumption achieved	370,645	427,249	577,341

Electricity, natural gas, and diesel are included in the figures above. Calculations were made based on an absolute reduction in energy use against the 2016 baseline year. The reduction is estimated by calculating the change in energy intensity per cafe square footage against the 2016 baseline year and multiplying by the total cafe square footage.

<sup>3</sup> All data used in the environmental section reflects calendar year 2024 and serves as the basis for all associated calculations, unless otherwise noted.



PACKAGING

TO-GO PACKAGING MATERIAL	UNITS	2022	2023	2024
Total volume of to-go packaging material	Millions Lbs	85.6	88.9	75.0
Non-renewable materials	Millions Lbs	28.8	32.2	28.3
Renewable materials	Millions Lbs	56.8	56.7	46.8
Recycled input materials	%	49.8	46.3	45.3
Total recyclable, reusable or compostable	%	70.8	71.5	74.7
Compostable	%	11.4	13.1	18.4
Recyclable	%	47.4	43.8	29.5
Recyclable depending on local availability	%	10.9	13.2	25.3
Partially recyclable	%	7.5	6.1	4.2
Reusable	%	1.1	1.3	1.5
Not recyclable, reusable, or compostable	%	29.2	28.5	25.3

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

SOLID WASTE

CUBIC YARD	2022	2023	2024
Solid Waste	1,705,165	1,478,670	1,671,679
Recycling - Mixed	837,517	885,306	1,195,534
Composting	4,252	1,753	3,686
Total	2,546,934	2,365,728	2,870,898

WATER

MILLIONS OF GALLONS	2022	2023	2024
Withdrawal	835	810	790

OUR TEAM MEMBERS

FRESH DOUGH FACILITY SAFETY METRICS

	2022	2023	2024
Total Recordable Incident Rate (TRIR)	2.44	1.79	2.64
Days Away, Restricted, or Transferred (DART)	56.40	24.21	30.67
Fatalities	0	0	0

The above data covers all Panera FDF team members only in these company-owned and -controlled operations.



REPRESENTATION

	2022	2023	2024
Total Team Members	54,394	52,029	45,358
Women	63%	63%	62%
BIPOC	50%	50%	52%
Non-Exempt Workforce	96%	96%	95%
Women	64%	60%	63%
BIPOC	51%	52%	53%
Director Level & Above	401	356	334
Women	41%	42%	60%
BIPOC	15%	17%	18%
General Manager	999	1,036	1,049
Women	50%	52%	53%
BIPOC	29%	31%	33%
Workforce Age			
30 & Under	71%	71%	70%
31 - 50	19%	19%	20%
51 & Over	10%	10%	10%

Panera LLC bakery-cafe and support center team members.



# ABOUT THIS *Report*

This is Panera's eighth Responsibility publication, covering environmental, social, and governance topics and activities in fiscal year 2024, between December 27, 2023 – December 31, 2024, 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 programs, and performance data. In the following instances, the information is expanded to encompass U.S. franchised locations: packaging data and references to Panera's menu; greenhouse gas emissions and energy data; animal welfare data; and references to ingredients, sourcing, or our supply chain include Panera Bread company-owned U.S. operations and cafes and franchised cafes.

This update focuses exclusively on Panera Bread. Panera Bread is responsible for the preparation and integrity of the information in this update. The content and data in this update have been reviewed and approved by internal subject matter experts and Company leadership. We welcome feedback on our responsibility efforts. Please submit questions or feedback to [responsibility@panerabread.com](mailto:responsibility@panerabread.com).

