

***Panera Bread: Broiler Chickens  
December 2016***

At Panera, we are committed to having a positive impact on the food system. For thirteen years, we have been leading the charge to eliminate the routine use of antibiotics in poultry in America. Our commitments to gestation-free pork and cage-free eggs have also served as a catalyst to improve animal welfare practices in the U.S.

As a next step in our animal welfare journey, we are exploring ways to further enhance welfare practices for broilers. This includes slower-growing breeds and improved environments with increased space and natural light. We believe that these changes will lead to a better quality of life for broilers and a better product for our guests.

Past progress has taught us, however, that positive change can sometimes mean significant expense, and this is one of those times. Because the investment required to enact these welfare practices is considerable, we will not be able to do this alone and without the support of the broader restaurant industry and market participants. We encourage others to join us to find economically viable and sustainable models that lead to higher-welfare chicken for all of our guests.

Going forward, we will work with animal welfare experts, growers, suppliers, competitors and other market participants to identify cost-effective solutions for our industry. With help of other market participants, we hope to achieve the following across the restaurant industry by 2024:

- Use new broiler breeds recognized as having higher welfare outcomes
- Provide birds more space (reduced stocking density)
- Offer improved environments, including litter, lighting and enrichment
- Ensure birds are rendered unconscious using multi-step controlled atmospheric stunning

Our intention is that these advancements will be aligned with the new requirements of the Global Animal Partnership's Broiler Chicken Standard and that suppliers will be asked to seek third party verification of these practices. We will report on progress against this standard on a regular basis, as well as progress on other animal welfare commitments.

***US bakery-cafes only***