



SUSTAINABILITY

Position Statement

CONTEXT

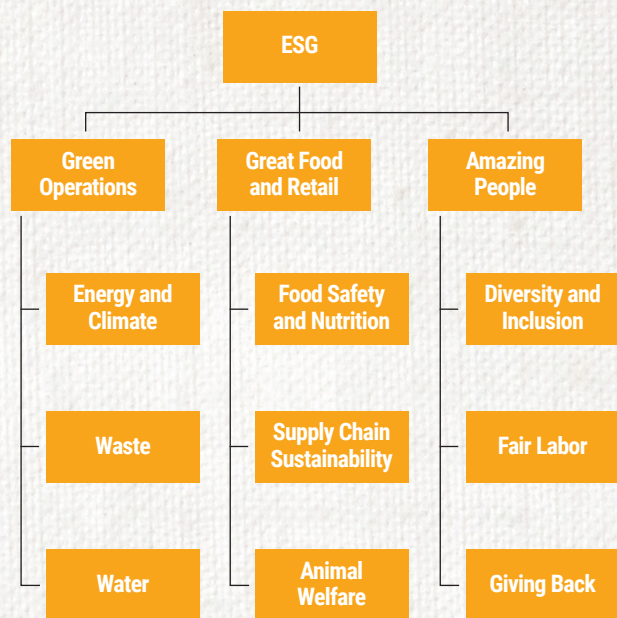
While Cracker Barrel’s mission of Pleasing People has long been built on strong values and genuine hospitality, we acknowledge that there is more to be done. Stakeholders are asking companies like Cracker Barrel to clearly explain their environmental, social and governance (ESG) priorities. They want to understand our commitments, our practices and our performance on issues ranging from diversity to energy use to cybersecurity. And they want our actions to be placed in the wider context of what’s happening in the world today: the impending risks of climate change, calls for greater equity and inclusion and increasing supply chain complexity.

This position statement sets out our thinking on sustainability, providing a principles-level approach that guides our decision-making on ESG issues. We welcome your feedback at esg@crackerbarrel.com.

SUSTAINABILITY FRAMEWORK

Our ESG-related policies, programs and initiatives are organized into the following framework, based on our 2021 Materiality Assessment.

Recognizing that all sustainability issues overlap and interconnect, the goal of this framework is to simplify and streamline our efforts so that we continuously improve our sustainability performance and effectively communicate our ESG activities to stakeholders.





SUSTAINABILITY GUIDING PRINCIPLES

Cracker Barrel operates in a landscape of changing environmental and social norms, shifting laws and regulations, complex supply chains and evolving consumer preferences.

We address direct impacts in our owned and operated facilities, and we use our influence with stakeholders in places where we do not have direct control. We believe that it will take all of us to achieve meaningful action on sustainability, and we are committed to doing our part.

While our decision-making processes take into account a variety of considerations, we are guided by the following sustainability principles:

- Reduce the environmental impact of our operations so that we only use our “fair share” of natural resources.
- Provide a safe and healthy workplace that is equitable, fair and inclusive for all.
- Offer genuine hospitality so that everyone feels welcome at our table.
- Extend sustainability through our supply chain, working with partners who share our values.
- Be transparent and authentic about our sustainability progress.

SUPPORTING DOCUMENTS

Because sustainability is a complex issue with many aspects and considerations, we've found it helpful to create additional policies on issue-specific topics. In addition, we are committed to sharing our progress including environmental and social key performance indicators (KPIs), through an annual ESG Report.

These policies and reports are publicly available on our [website](#).



Business Code of Conduct

- Requirements for all employees related to ethics and integrity, including compliance with laws, bribery and corruption and fair dealing.
- Whistleblower protection promise, with multiple options for reporting concerns.

Supplier Code of Conduct

- Requirements and expectations for all Cracker Barrel suppliers with respect to environmental, social, food safety and ethical conduct.
- Extends our sustainability values through the supply chain and provides corrective action processes when issues arise.

Environment, Health and Safety Policy

- Commitments to creating environmentally-sensitive and health and safety-conscious operations.
- Specific priorities and expectations for employees.

Labor and Human Rights Policy

- Commitments aligned with core internationally-recognized labor rights including child labor, forced labor, collective bargaining and working hours.
- Commitments to diversity and equal opportunity, non-discrimination and prohibitions on harassment.

Animal Welfare Policy

- Supplier expectations aligned with the Five Freedoms of animal welfare.
- Approach to antibiotics use.

ESG Report

- Annual reporting of our ESG activities and performance.
- Aligned with the Sustainability Accounting Standards Board (SASB) Restaurant Standard.



GOVERNANCE AND OVERSIGHT

Our Board of Directors directly oversees our ESG initiatives with individual committees responsible for certain defined areas. Our Public Responsibility Committee has been in place for nearly 20 years and has primary responsibility for many ESG topics. We have recently added more structure to guide the development and implementation of our ESG strategy through the creation of an executive-level ESG Steering Council and a cross-functional Sustainability Taskforce.

Board/Board Committees

- **Full Board:** Awareness and oversight with regular reporting cadence.
- **Public Responsibility Committee:** Overall responsibility for ESG generally, ESG reporting and marketing, SASB adherence and various aspects of ESG, including sustainability, diversity and inclusion, animal welfare and other social responsibility issues.
- **Audit Committee:** Cybersecurity.
- **Nominating and Corporate Governance Committee:** corporate governance matters and board composition.

ESG Steering Council

- Senior executive team responsible for ensuring ESG is integrated into all business decision-making functions.
- Meets monthly to set ESG strategy and review ongoing ESG implementation.

Sustainability Taskforce

- Cross-functional, fluid team of subject matter experts responsible for day-to-day ESG management.
- Meets several times a year as a group, in addition to smaller team meetings on a project-by-project basis.