



FULL OF GOODNESS

2022 Sustainability Report



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A LETTER FROM OUR PRESIDENT AND CEO

GJ HART

President, Chief Executive
Officer and Director



At Red Robin, we're guided by a central mission: to impact our Guests, our Team Members, and our communities for the better, or as we like to say, "Winning Together." For over 50 years, this passion to serve delicious, gourmet burgers in an environment that encourages individuality, fun and connection while leaving the world a better place, has allowed us to create opportunity for our people and become a trusted staple in the communities we call home.

As we continue to move our Company forward, earning, and continuously re-earning, that trust is crucial to being a thriving, sustainable company. That means holding ourselves to high standards of integrity, quality and genuine care for the people and places around us.

To that end, I'm pleased to share our 2022 Sustainability Report, which highlights the progress we have made toward our environmental, social and governance (ESG) goals first announced in our inaugural 2021 report. We've made good progress on our

sustainable food sourcing initiatives focused on achieving high quality, responsibly sourced products and proteins in our supply chain, while increasing recyclable packaging and taking steps to reduce our environmental impact. We deepened our commitment to our communities through food and charitable donations to incredible local organizations through the Red Robin Foundation. Importantly, we continued to make investments in our Team Members and to increase representation among our leadership and Board, toward our goal of being an employer of choice.

While we're proud of our progress, there's much more work to be done, and we are committed to continuously raising our game, evolving and innovating in new ways to accomplish our sustainability goals, which walk hand in hand with our strategic growth plan. Recently, I announced our guiding North Star plan, which moves us toward being a more operations-focused organization. I want to empower our restaurants to play an even

stronger role within the local communities they serve and to have greater flexibility to take fast action, which we believe will give us a competitive advantage as well as increase Guest and Team Member satisfaction.

While I've long admired Red Robin as a Guest and member of the Board, joining the company in a new capacity as CEO this past year has given me greater enthusiasm for the future of our brand and what's possible when we work together to do what's right. It is only by doing what we say we will do that we can earn the respect of others and have a sense of pride that we have truly achieved our vision to be "the most loved restaurant brand in the communities we serve."

A handwritten signature in black ink, appearing to read "GJ Hart", written in a cursive style.

WHO WE ARE

For the past five decades, Red Robin® has been developing and operating casual dining restaurants in the U.S. and Canada. We connect people around craveable food and fun in a relaxed, playful atmosphere.



Our Mission

Serve Our Guests Awesome American Food and Bottomless Fun

Our Vision

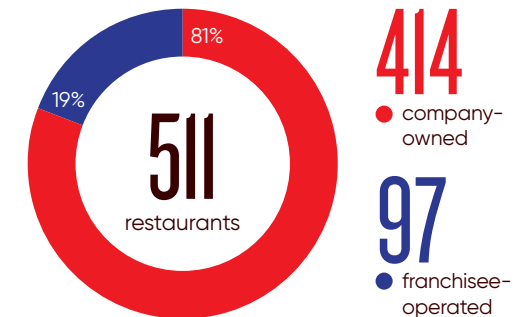
Be the Most Loved Restaurant Brand in the Communities We Serve

Our values are underpinned by the concept, “winning together.” In addition to creating memorable experiences for families and friends around our table, we are always looking for ways that we can be better for the earth, our Team Members and our communities.

Our Locations¹

Since opening in 1969 in Seattle, Washington, we have grown to 511 Red Robin restaurants in 38 states and one Canadian province.

We strive to offer a welcoming dining experience tailored to our Guests’ needs, whether enjoying a relaxed meal in our dining room – or using our app to order for quick and convenient to-go or delivery.



Our People

Our people are the foundation of our success. We aim to be an inclusive employer of choice by encouraging diversity and offering competitive pay and rewarding career paths. We strive to employ Team Members who are a reflection of our Guests and the communities we serve.

¹. Location data accurate as of 2022.

PERFORMANCE & HIGHLIGHTS



People



2,294+

pounds of food donated to local food banks through our distributor



\$13.9M

in emergency funds donated to Team Members through the Red Robin Giving Fund since 2006



34

average hours of training per Team Member

Product



100%

USDA-inspected beef, free from artificial added ingredients



100%

hormone and steroid-free chicken, fed a vegetarian diet



100%

of suppliers are audited by third-party food safety agencies to verify adherence to industry standards

Place



98%

packaging is reusable, recyclable and / or compostable



100%

of company-owned restaurants recycle fryer oil, keeping it out of the waste stream and making it available as an alternative fuel

Governance



44%

diversity on the Board



50%

women-chaired committees



2

ISS Governance QualityScore

MATERIALITY & STAKEHOLDER ENGAGEMENT

We care about what our stakeholders care about. We also know that our business has impacts on the environment and the communities in which we operate. That's why we conducted our first double materiality assessment: to identify where what we do intersects with what matters most to our stakeholders.

Materiality Assessment

In 2022 and early 2023, we worked with a third-party expert and internal and external stakeholders to complete a double materiality assessment. This assessment helped Red Robin to understand:

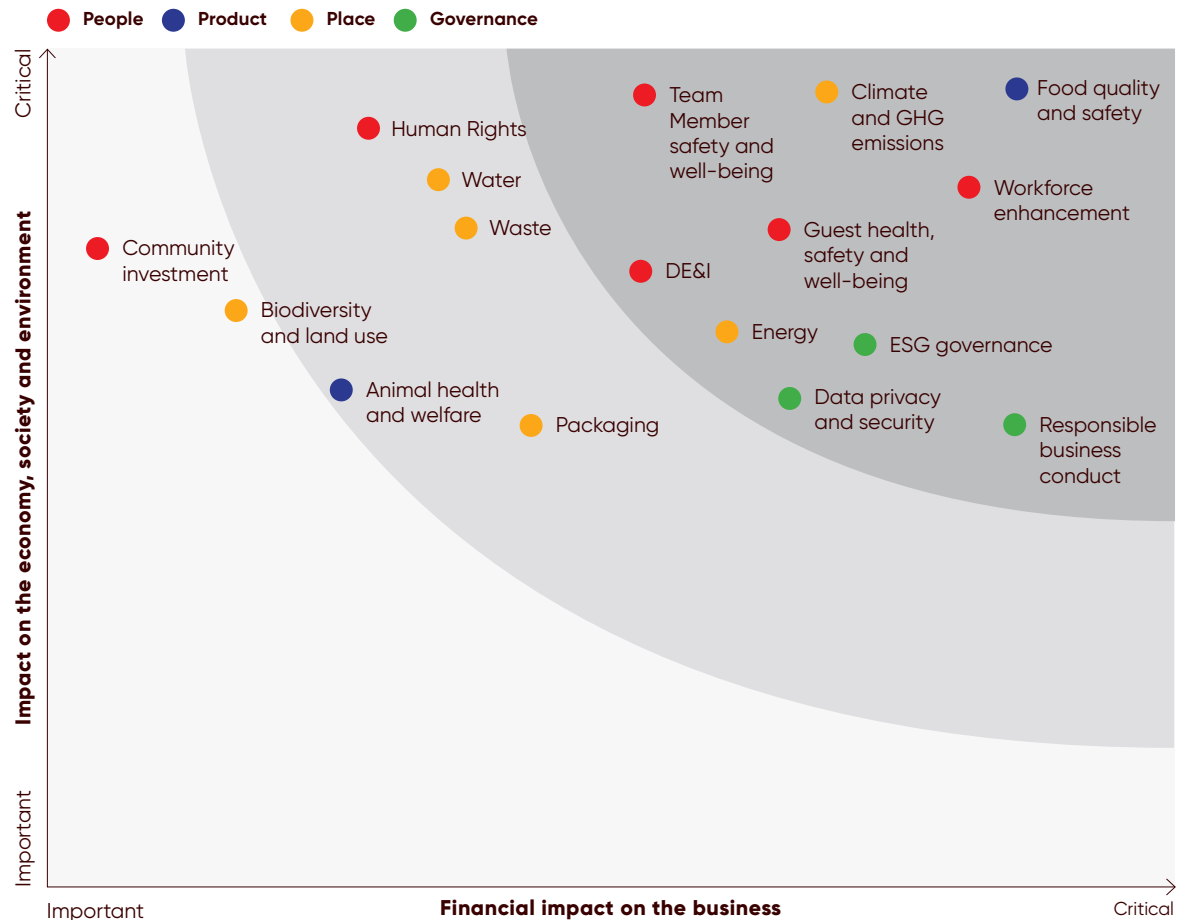
1. Our outward impacts on society and the environment and
2. The environmental, social and governance topics that will most likely impact our business in the future

We engaged with our key stakeholders, including Guests, NGOs, suppliers, investors and internal leaders through interviews and surveys. Through this process, our stakeholders shared their strategic recommendations, focusing on Red Robin's perceived strengths, weaknesses and material topics. We then held a virtual workshop internally, to identify and define the issues that are most crucial for us to address.

Our highest-ranking material topics include:

- Food quality and safety
- Workforce enhancement
- Climate and greenhouse (GHG) emissions
- Guest health, safety and well-being
- Team Member safety and well-being
- DE&I
- Energy
- ESG governance
- Responsible business conduct
- Data privacy and security
- Water
- Waste
- Human Rights

Our Materiality Matrix



OUR SUSTAINABILITY STRATEGY

Winning Together

As a responsible employer and company serving local communities, we are working to reduce our impact on the environment and make the world a better place for our Team Members, Guests, communities and society as a whole.

We have established goals and objectives aligned with the Sustainability Accounting Standards Board (SASB) in order to turn good intentions into good actions.

Our strategy's core pillars, People, Product and Place include goals to help us monitor progress and to provide value for our stakeholders.

Be the Most Loved Restaurant Brand in the Communities We Serve

Pillars

Material Topics



- Workforce enhancement
 - Guest health, safety and well-being
 - Human rights
 - Team member safety and well-being
 - Diversity, equity and inclusion
- Community investment



- Food quality and safety
- Animal health and welfare






- Climate and GHG emissions
 - Energy
 - Water
 - Waste
 - Packaging
- Biodiversity and land use

Underpinned by:



- ESG governance
- Responsible business growth
 - Data privacy and security

Our Progress

	Ambition	Goal	Progress
	We aim to establish Red Robin as an employer of choice.	Offer a compelling Team Member value proposition so that our Team Members feel empowered in their roles.	In 2022, we laid the groundwork to introduce a robust Team Member survey platform to provide our Team Members a vehicle to voice their opinions, perspectives and ideas on a regular basis to senior leadership.
	We champion a culture of diversity and inclusion where our people are trained, recognized and celebrated – and can always “come as they are.”	Team Members who reflect the Guests and communities we serve.	See People section (pg. 11) to read about our Diversity, Equity and Inclusion Council.
	We believe in empowering people to make a difference at Red Robin.	Nurturing career mobility.	In 2022, the human resources team started a focused effort to develop a new concept for Team Member career development. This approach focuses on creating a series of diverse work experiences to create Team Member skill sets that are broad but complementary. Additional progress in this area is expected in 2023.
	We strive to be the gourmet burger brand our communities trust most.	Offer rewards that drive high performance as well as the right behavior.	The Red Robin total rewards team redesigned both the corporate and field operations incentive plans to focus on making incentive payouts more aligned to key performance metrics. We plan to roll out new incentive programs in 2023.
		Offer quality burgers and a variety of alternative protein options based on consumer preferences and environmental impact.	An early leader in providing alternative choices for our Guests, we’ve offered veggie burger patties and dietary customizations on our menu for 20+ years. In 2019, we took that commitment further with the introduction of the plant-based Impossible™ Burger patty as a protein option to our menu.
		Maintain a best-in-class food safety program and maintain or exceed animal welfare at industry or regulatory standards.	Supplemented third-party health and safety auditing with additional insights, allowing us to benchmark against peers. We continue to work with our suppliers to meet or exceed animal welfare industry and regulatory standards. Read more in our Product chapter .
	We aim to build trust and care for local communities through sustainable initiatives that reduce our impact on the environment, as well as meaningful giveback opportunities to support the needs of the community.	Reduce single-use plastic.	We are working to reduce single-use plastics in our business and are researching sustainable alternatives. Read more in our Place chapter .
		Maintain current energy and water savings and identify additional opportunities for conservation.	We have maintained our current energy and water savings.
		Evaluate carbon footprint and GHG emissions and track year on year.	We are continuing to evaluate ways to accurately measure our carbon footprint to identify opportunities to reduce emissions.

Aligning under Our North Star Plan

Our "North Star" plan guides our efforts across People, Product and Place to enable Red Robin to have a sustainable, successful future. The plan is geared toward delivering the exceptional restaurant experience our Guests deserve and strengthening our business for long-term success.

Our sustainability strategy supports our overall corporate strategy and has Board-level priority. It is central to the Company's vision to "Be the Most Loved Restaurant Brand in the Communities We Serve."

Progress against metrics and targets are reviewed throughout the year, and we have engaged with stakeholders to discuss the environmental, social and governance (ESG) issues most important to them through our double materiality assessment process. Our ESG practices are focused across three core pillars, People, Product and Place, and underpinned by our ethos, "winning together."

Sustainability pillars

● People ● Product ● Place

1 ● ● Guest engagement and community focus

How we plan to achieve it: Increase engagement through Red Robin Royalty® loyalty program and being a positive steward in our local communities

2 ● ● Remove costs and complexity

How we plan to achieve it: Optimize the supply chain, achieve consistent high-quality product delivery and uphold Guest experience

3 ● ● Elevate the Guest experience

How we plan to achieve it: Invest in people and hospitality, enhance food quality and improve restaurant facilities

5 ● ● ● Drive growth and profitability, and deliver financial commitments

How we plan to achieve it: Regain credibility with the investment community by consistently delivering on our commitments

4 ● ● ● Transform to an operations-focused restaurant company

How we plan to achieve it: Empower decision-making at the restaurant-operator level and incentivize and reward business growth and results. Implement our Sustainability Strategy across our business





FULL OF POSSIBILITIES

Our people create an environment of unbridled hospitality that fuels a unique and compelling dining environment for our Guests.

Our focus on talent is driven by our commitment to hire individuals who have a high passion for service and relentless motivation to perform at the highest levels. We are designing reward programs to acknowledge the contributions of, and attract and retain, our Team Members. We are also focusing on building a training and development platform that offers opportunities to grow and improve the skills necessary to take on higher levels of responsibility.

Our Focus on Talent

In 2022, we continued our focus on field training completion as we know that motivated and engaged Team Members create great experiences for our Guests, while equipping our teams with the skills to grow in their careers. In 2023, we will continue this effort and re-establish certified training centers across the company. These centers will train our new restaurant leaders and Team Members in restaurant environments that

showcase our best work practices. By the end of 2023, we plan to have 120 total certified training locations.

To enhance hourly Team Member retention in 2022, we rolled out an initiative called "Connection Conversations." These one-on-one discussions offer our restaurant leaders opportunities to meet with their Team Members to discuss any challenges they may be facing at, and outside of, work. These conversations have had an impact on reducing hourly Team Member turnover since the start of this initiative.

In 2023, we plan to use a new survey platform to solicit Team Member feedback on a regular basis. We are confident that the insights provided will help us to retain our Team Members and better understand how we can motivate them to contribute at higher levels of performance.

Food and beverage preparation standards and the maintenance of restaurants is fundamental. We have always placed great emphasis on creating safe work environments in our restaurants for the safety of our Team Members and Guests.

Our Focus on Diversity, Equity & Inclusion

In 2022 we established a definitive vision for Diversity, Equity & Inclusion: Our Guests and Team Members reflect the communities we serve and can always come as they are. We champion a culture of inclusion, diversity of thought, perspective and experience, all of which are vital ingredients for our team, Company and communities to win together.

To bring this vision to fruition, we have created a 10-person DE&I Council composed of Team Members representing a multitude of experiences and backgrounds. The council meets on a monthly basis to identify opportunities to enhance the Team Member experience, as well as build a long-term DE&I plan for the company.

In 2022, we supported a number of legacy initiatives aimed at making Red Robin a more inclusive work environment:

- The Women’s Excellence program: a company-wide resource and networking group aimed at fueling a culture of opportunity for women and others.
- Nurturing our relationship with the Women’s Foodservice Forum, which aims to assist the advancement of women leaders.
- Establishing a partnership with the Multicultural Food Service and Hospitality Alliance to provide insights into creating and fostering effective DE&I practices and measuring success.

Number of Team Members at company-owned locations



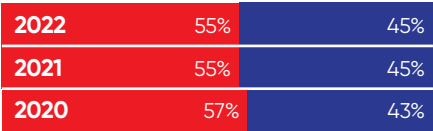
Average hourly wage³



Our progress: Diversity at Red Robin

Gender ● Women ● Men

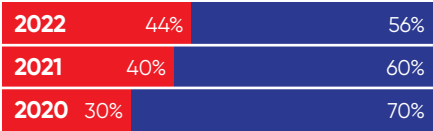
Total Workforce



Executive Team

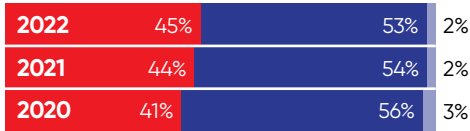


Board of Directors



Ethnicity ● BIPOC ● White ● Declined

Total Workforce



Executive Team



Board of Directors



2. Source: 2020 10-K, 2021 10-K and 2022 10K.
3. Company-wide average wage (including tips) for all restaurant non-supervisory Team Members.

Human Capital Management

Investing in our people is key to being able to attract and retain Team Members. We believe that when Team Members are engaged and motivated they are more likely to go the extra mile for fellow Team Members and Guests.

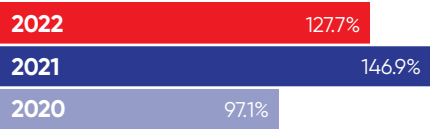
We provide our Team Members with competitive pay, recognition and rewards, and a strong benefits program. However, like many other companies in our sector, 2022 saw a higher degree of turnover than expected. We continue to invest in our Team Members, so that they feel valued and rewarded and want to progress their careers with us. This is also economic sense, as recruiting and onboarding new Team Members is a costly practice.

Training and developing our people maintains quality and consistency across our restaurants. Certified learning coaches at every location prepare new Team Members with on-the-job training, resulting in final skills certification. We have an evolving career process path for Team Members seeking advancement to management through the shift supervisor role, which has its own in-depth training curriculum. New restaurant managers participate in an eight-week management foundations training program.

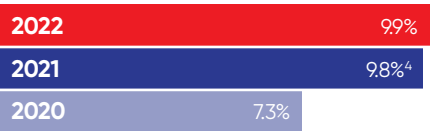
We encourage Team Members to give their feedback regarding what they value about working for us. We are also looking to implement a new Team Member engagement survey tool in 2023 to understand employee sentiment and concerns at a deeper level.

Our Progress: Our People

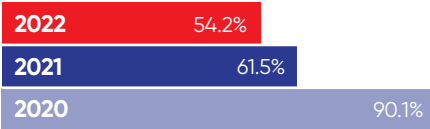
Voluntary turnover rate for restaurant Team Members



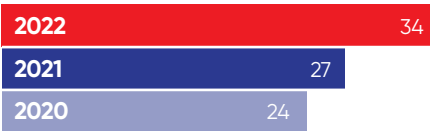
Involuntary turnover rate for restaurant Team Members



% Internal promotions



Training: Average hours per Team Member



Human Rights and Ethics

We are committed to protecting the rights of people throughout our organization and promoting good human rights and ethics practices within our extended supply chain. This commitment is reflected in Red Robin's policies and procedures, including our [Code of Conduct and Ethical Business Policy](#). We aim to foster an environment where people can speak out in confidence and know that action will be taken:

- The Red Robin Helpline is a dedicated, confidential, anonymous website and toll-free telephone number.
- Team Members have the option to contact a supervisor or anyone in management with the company's open door policy.
- Human Resources can be contacted using a toll-free telephone number.

4. COVID-19 circumstances impacted on this year.

Well-being and Communities

Our values underpin our approach to delivering the food and experiences our Guests love, while being a good neighbor in our local communities by doing the right thing.

Our Team Members

We want our Team Members to feel that Red Robin cares about them and their whole well-being, not just during their work hours. We provide several Team Member benefits, such as competitive medical, dental, vision and prescription plans.

Through Red Robin's Employee Assistance Program (EAP), we provide well-being support to assist with Team Members' mental and physical health. Access to services such as counseling, substance abuse support, financial and life skills coaching are provided. The EAP is valued and has good take-up among team members.

In 2006, Red Robin Team Members established the Red Robin Foundation to assist colleagues who were facing financial emergencies due to a catastrophic event or other hardship impacting them or their immediate family. The Giving Fund, which sits within the Red Robin Foundation, provides emergency financial assistance and has granted over \$13.9M to Team Members in need over the past 17 years.

We are looking to introduce a new Team Member engagement survey tool in 2023, so that we can use the insights to understand employee sentiment and concerns at a deeper level.

Supporting Communities

Our restaurants are all part of local communities, and we want to play a positive and an active role in community life. Each year, we serve nonprofit and community groups with in-kind food donations, and Team Member volunteering, as well as hosting fundraisers within our restaurants. In 2022, our total fundraiser donations amounted to over \$188k.

In addition, through a long-standing partnership with nonprofit Denver Kids, Inc. Team Members at the Denver Restaurant Support Center donate gifts and grocery gift cards to provide at-risk youth and their families with support over the holiday season. In 2022, Red Robin marked 25 years supporting Denver Kids, Inc. and Denver area families in need.

In 2023, Red Robin announced a commitment to Make-A-Wish to help grant life-changing wishes for children with critical illnesses. We are also proud to begin a partnership with Blessings in a Backpack, a national nonprofit organization that works to combat childhood hunger by providing children in need with a backpack full of nutritious, easy-to-prepare food on the weekends.

 2,294+ pounds of food donated to local food banks through our distributor

Our Progress: Community Focus

Team Members and immediate families supported through the Red Robin Giving Fund

2022	461
2021	318
2020	314

Financial Support Given through the Red Robin Giving Fund

2022	\$904k+
2021	\$687k+
2020	\$551k+





FULL OF INNOVATION

Food Quality, Safety & Nutrition

We use high food quality, safety and nutrition standards to safeguard our Guests. We handle all ingredients using strict safety and sanitation guidelines and routinely review our suppliers' adherence to state and federal regulations.

Our expert team enables us to have the most accurate and up-to-date specification and nutritional information for our more than 75 menu items, including calories, on our menus. We also provide supplemental nutritional and allergen guides and offer several salads, burgers and entrées under 600 calories.

Meat and fish

We are known for our **Gourmet Burgers**. Our burgers are made with all-natural, domestic, 100% USDA-inspected beef, free of preservatives, artificial and added ingredients. Our tavern patty is also made with all-natural, domestic, 100% USDA-inspected beef. Our vegetarian / vegan patty is gluten-free, made with a custom blend of ancient grains and quinoa. We also offer the Impossible Burger™, a grilled patty made from plants, with all the meaty deliciousness of beef.

All our **chicken** is fed a vegetarian diet and raised cage free. There are no added hormones and no steroids.

Pork is handled by suppliers that meet or exceed USDA animal handling and welfare practices. All **cod** is premium, U.S. Grade A, ocean-caught from Arctic waters and hand-cut.

Vegetables and fruit

All salad **greens** are Non-GMO and hand-selected upon harvesting.

Red Robin's Bottomless Steak Fries® and Yukon Chips are made from GMO-free **potatoes**, high quality, premium domestic potatoes, grown on family-owned farms. Our sweet potato fries are made from all-natural, GMO-free sweet potatoes grown on family-owned farms and are handpicked and selected.

Our guacamole is house-made from avocados, fresh-squeezed lime juice and sea salt, with no added preservatives.



Buns, Dairy & Seasoning

Our buns are made with enriched flour and gluten-free buns are available. Milk is sourced from local dairies and is 1% lowfat.

Red Robin seasoning salt is all-natural, gluten-free and free from the 'big nine' food allergens (wheat, eggs, peanut, tree nut, milk, fish, shellfish, soybean and sesame). It is made with sea salt, natural cane syrup, dried vegetables and natural smoke. Many of our sauces and dressings are freshly prepared in-house.

Food Safety

Food safety standards are a top priority for us. We maintain rigorous safety and sanitation procedures, and we thoroughly train Team Members so they have the skills and knowledge required for correct food handling.

Third-party inspectors from an external organization perform unannounced food safety assessments at all restaurants at least three times per year. We have a track record of high scores, achieving top ratings as our average, and we embed these results in our leadership evaluations, reporting full food safety metrics to our Board every quarter. In addition, we leverage data from health departments and peer benchmarking to inform our food safety program.

We use supplier scorecards and certifications to confirm food quality and safety practices are upheld. This process enables us to trace food products from suppliers to the restaurants, allowing us to effectively implement supplier recalls and respond to potential outbreaks. We have had one food product recall in the last three years.

Allergens, Lifestyle & Nutrition

To help Guests with allergies feel secure in their food choices, we publish online guidance and an interactive allergen menu and nutritional menu, as well as an extensive list of ingredients that we avoid using. Special handling processes are in place in kitchens and preparation areas to prevent allergen cross-contact. Knowing the U.S. Food and Drug Administration (FDA) was planning to add sesame as the ninth major allergen, we proactively added this to our allergen list in 2022.

 **100%**
of Restaurants inspected by oversight body

 **100%**
of our restaurants are inspected at least three times per year by independent food safety auditors

 **0**
confirmed foodborne illness outbreaks resulting in US Center for Disease Control and Prevention investigations of Red Robin

 **ALLERGY-FRIENDLY**
online interactive allergy menu and special handling to avoid cross-contact



Animal Welfare

Treating animals with integrity is a fundamental principle of our business. We require all of our suppliers to participate in third-party audits to guarantee the humane treatment of animals in our supply chain. We follow up on any credible reports of farm animal mistreatment, and suppliers who fail to comply with standards are removed from our supply chain.

Our beef suppliers require compliance with humane handling of livestock and proof of animal welfare audits. All of our chicken is raised cage-free and fed a vegetarian diet, and our turkey is sourced from an American Humane Association-certified supplier.



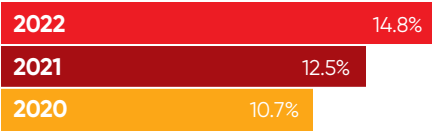
All **beef** is natural, domestic, USDA-inspected
All **chicken** is fed a vegetarian diet, with no added hormones or steroids
Plant-based alternatives available in all restaurants

Red Robin is committed to working with our suppliers and others in the food industry to, by 2024, align with broiler chicken welfare standards established by the Global Animal Partnership (GAP). These GAP standards include a transition to breeds that have improved welfare outcomes, reduction in maximum stocking density to provide more space for birds per GAP standards, improvements in growing environment for birds – including litter, lighting and enrichment – and processing that uses a humane, multi-step controlled-atmosphere system.

Red Robin has made progress toward our commitment to source 100% cage-free eggs across all locations with our U.S. egg supply chain currently approximately 15% cage-free. From supply and infrastructure to cost and economics, achieving a 100% cage-free supply chain in the near term is a challenge. While we remain committed to this initiative in the long term, at this time we are reviewing availability and achievable timelines with our supplier partners.

Our Progress: Animal Welfare

U.S. egg supply chain from cage-free birds



Responsible Sourcing

Red Robin sources approximately 240 ingredients from approximately 75 suppliers; our quality standards are among the highest in the industry. Our growers help maintain the sustainability and integrity of our supply chain in order to trace ingredients back to their source.

We request that our suppliers focus on several issues, including:

- Minimizing the use of chemical pesticides.
- Maintaining soil with compost and other enhancements.
- Managing water use to maximize efficiency, reuse and reduce water runoff.
- Increasing use of renewables and reducing fossil fuel use.
- Reducing material use and waste, by using more recycled, recyclable and reusable materials for produce packaging and shipping, as well as sourcing packaging from Sustainable Forestry Initiative (SFI) certified suppliers.

We acknowledge that intensive farming is a contributor to climate change through GHG emissions, as well as energy requirements. We also appreciate that beef and dairy farming are more carbon intensive than many other food production activities.

We recognize the efforts our suppliers are making with initiatives, such as using fuel-efficient truck fleets, upgrading farm equipment with the latest emission control technologies and replacing diesel irrigation pumps with electric units. Our growers also use a variety of farming methods, including the use of beneficial insects to control pests, minimizing the use of pesticides and maintaining rich, healthy soils through the use of compost and various other soil enhancements.

CASE STUDY

Lamb Weston

Red Robin's famous Bottomless Steak Fries® require a sustainable supplier of potatoes, and Lamb Weston is a key supplier supporting this menu item. Lamb Weston is a leading supplier in North America in the frozen potato category. Potatoes use less land, water, energy and other inputs per ton grown than many other staple crops.

Lamb Weston provides a wide range of fries to its customers, and sustainability and trust in its products have become increasingly important. This has led to a balanced approach to innovation and product offerings, including those that can be prepared in a healthier way, such as with an air fryer.

Lamb Weston's growers are the backbone of a secure future supply of potatoes with 100% of its growers in North America participating in an annual farm sustainability assessment. It encourages growers to build resilience to climate instability by investing in soil health and crop rotation for long-term productivity and to support the goal of achieving net carbon emissions.

The company is committed to changing the future of packaging and focuses on the principles of material reduction and increased use of bio-based and renewable materials.



FULL OF IDEAS

Red Robin has taken steps to have a more positive impact on the planet. We have done so by introducing a range of measures, including actively managing energy and water usage, and expanding recycling and waste reduction efforts. We strive for continual improvements in reducing our carbon footprint, and we're always seeking ways to innovate for the planet and competitive advantage.

 100%

of company-owned restaurants recycle fryer oil, keeping it out of the waste stream and making it available as an alternative fuel

Climate Change & Land Use

GHG emissions are contributing to climate change, and we have a responsibility to reduce our emissions. As well as our direct emissions, there are also opportunities for us to influence GHG reductions of indirect emissions occurring through our supply chain.

Scope 1 emissions relate to our direct emissions impact from Red Robin-owned and controlled sources. Scope 2 emissions relate to our indirect emissions, including our purchased energy and from the estimated fuel mix by state. We have been measuring and tracking these for several years and are focused on reducing our impact. We acknowledge the importance of monitoring Scope 3 emissions, including those arising from cattle farming. We plan to continue to work with our partners to understand this impact in the future.

Another key metric for Red Robin is minimizing the volume of food waste created. This makes both environmental and financial sense. Alternative uses for inevitable waste can sometimes be found, such as recycled fryer oil can be used as an alternative fuel.



Our Progress: GHG Emissions

Scope 1 Direct emissions
metric tons (CO₂e)

2022	42,180
2021	42,551
2020	41,958

Scope 2 Direct emissions
metric tons (CO₂e)

2022	47,211
2021	49,264
2020	46,449

Energy

We understand our energy use is directly tied to our emissions footprint, and we continue to explore new ways to implement efficiencies in our operations.

Total energy consumed⁵

2022	1,351,834 GJ
2021	1,326,955 GJ ⁶
2020	1,258,214 GJ

% grid electricity

2022	37.8%
2021	36.4%
2020	35.1%

Water

We regularly review our operations to look for ways to make more efficient use of the limited resource of water. Newer restaurants have toilets and facilities that are low usage. We expect that our efficiencies and investment in technology over time will reduce consumption.

Total water withdrawn⁷

2022	1,266 TCM
2021	1,105 TCM
2020	961 TCM

Total water consumed

% regions with high baseline water stress

2022	9%
2021	14%
2020	14%

% regions with extremely high baseline water stress

2022	17%
2021	19%
2020	19%

5. Note: as we can only access data from locations that pay utility costs directly to utility providers, figures do not reflect restaurants where utility costs are paid through rent / CAM. In 2022, total energy consumed relates to over 93% of our company-owned restaurant locations.

6. Note: this is an updated figure from the 2021 SASB index. The 2021 figure has been updated to include gas and electricity energy consumed.

7. Note: as we can only access data from locations that pay water costs directly to water providers, figures do not reflect restaurants where water costs are paid through rent/CAM. In 2022, total water withdrawn relates to 68% of company-owned restaurant locations.



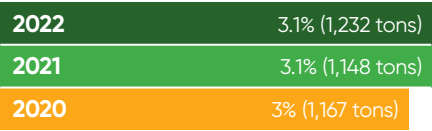
Waste

We continue our commitment to reducing waste and reusing, recycling and repurposing as much of it as possible. Red Robin has partnered with a waste hauler management company, Elytus, in order to reduce the amount of waste generated and optimize the amount diverted from landfills.

Total amount



% food waste⁸



% diverted



8. Waste calculations have been updated since the 2021 SASB index publication. % food waste is calculated as compost + organics. Also, as we can only access data from locations that pay waste costs directly to waste providers, figures do not reflect restaurants where waste costs are paid through rent / CAM. In 2022, waste relates to 90% of company-owned restaurant locations.

9. Sustainable Packaging calculations have been updated since the 2021 SASB index publication. This represents off-premise packaging products.

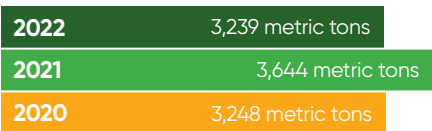
Sustainable Packaging

We identified a mission to transform our use of plastics, aiming to replace 20% of single-use plastics by the end of 2022 and evaluating options for the remaining 80%. While we made progress on this goal in 2022, we are continuing to re-evaluate our plastic use and related costs.

98% of packaging used for off-premise is recyclable, reusable, or compostable.

Packaging⁹

Total weight



% made from recycled and / or renewable materials



% recyclable, reusable, and / or compostable



CASE STUDY

Huhtamaki

When Red Robin customers want to take food home with them, it's our job to provide them with the most sustainable options to do so. We work with packaging supplier Huhtamaki to create reliable takeaway and beverage containers that are designed with circularity in mind.

Huhtamaki provides sustainable packaging solutions for food on-the-go. Their innovative plants make our takeaway containers with paperboard from certified sources and divert material from landfill to be recycled and then made into new paper packaging. Additionally, through virtual power purchase agreements, they are offsetting their plant emissions with renewable energy. Their sustainability choices help Red Robin meet its sustainability goals.

By utilizing Huhtamaki packaging, we are well into the journey of reaching our 2030 goal of using 80% renewable or recycled materials. In fact, thanks to Huhtamaki, we exceeded that goal in 2022, reaching nearly 90%. We also exceeded our 2030 goal to recycle 90% of non-hazardous waste reaching nearly 96% this year.





FULL OF DUTY & CARE

Strong governance is the bedrock of our ESG efforts. We monitor emerging best practices to maintain our robust governance.

Our Board

Our directors possess a range of diverse skills, backgrounds, experience and viewpoints that we believe are integral to an effective board. We have succession planning processes in place, and we regularly review best governance practice to help mitigate risks, support safe working environments and meet shareholders’ expectations.

Our robust corporate governance can be demonstrated through our committees, which in conjunction with our full Board, set strategies and policies and oversee and monitor programs including identifying risks and opportunities and approving goals and metrics.

Corporate Responsibility: Environmental, Social, and Governance (ESG)

We believe it is imperative that our ESG strategy is part of and aligned with our Company vision and overall corporate strategy. With recent changes to our Board and executive leadership teams and learnings from the pandemic, we are incorporating ESG initiatives into our long-range strategic planning. We have been engaging with our stakeholders to discuss the ESG topics most important to them. We are also evaluating meaningful metrics and targets for our ESG priority areas for the near term and the future.

ESG is a Board-level priority. The Board, acting directly and through its committees, is responsible for the oversight of Red Robin’s ESG strategy. The Nominating and Governance Committee (NGC) generally oversees Red Robin’s ESG goals and objectives, and supports implementation of the Company’s ESG priorities. However, the full Board retains overall ESG oversight responsibility because we believe full Board oversight is important to so that ESG is part of, and aligned with, our overall Company strategy. Management reports regularly to the NGC and the full Board regarding key recommendations, progress and outcomes related to implementation of our ESG strategy.

ISS QualityScore ¹⁰	Governance Risk (scale low to high)
Governance QualityScore	2
Board Structure	2
Compensation	4
Shareholder Rights	2
Audit & Risk Oversight	4

10. ICS Monthly Rating (March 2023).

Execution of Red Robin’s ESG strategy is overseen by our executive team. The Company’s ESG Committee, including senior leaders from our business and functional teams, are responsible for setting direction and driving accountability as we address priority issues, work with key stakeholders and measure and report our progress.

The Audit Committee (AC) is responsible for oversight of the enterprise risk assessment and management process, as well as the mitigation of significant enterprise risks and the policies and guidelines that govern the process by which major financial and

accounting risk assessment and management may be undertaken. The AC also oversees our cybersecurity, ethics and compliance programs and the internal audit function.

The other Board committees evaluate risks related to their areas. The Finance Committee (FC) actively oversees the company’s risks related to capital structure and liquidity. The NGC oversees board governance, board composition and ESG-related risks and risks associated with board structure and other corporate governance policies and practices. The NGC also monitors trends, developments in shareholder activity and

oversees the Company’s compliance with laws and regulations. The Compensation Committee (CC) oversees compensation-related risk management.

Data Security

As the world becomes more interconnected and reliant on digital systems, the need for cybersecurity has become increasingly important. Cybersecurity is critical to the sustainability of any business, as a data breach or cyberattack can have significant financial, reputational and legal consequences. Therefore, preserving the

security of our digital systems is essential to maintaining the trust of our investors, protecting our intellectual property and safeguarding the personal information of our Guests, Team Members and stakeholders. We are committed to ongoing investments in cybersecurity measures to minimize the risk of cyber threats and protect our business and stakeholders from potential harm.

Red Robin continues to evolve its cybersecurity governance program given changing and increasing cybersecurity risks. All Team Members are required to undergo regular cybersecurity training, and we conduct regular reviews of the latest cybersecurity topics and perform regular audits of our systems.

Director ¹¹	Age	Director Since	Principal Occupation	Independent	Current Committee Assignments
Anthony S. Ackil	48	2020	Chief Executive Officer of Streetlight Ventures	✓	AC, *CC
Thomas G. Conforti	64	2019	Former Senior Advisor, Executive Vice President and Chief Financial Officer, Wyndham Worldwide	✓	*FC, AC
Cambria W. Dunaway	60	2014	Former Chief Marketing Officer, Duolingo	✓	*NGC
G.J. Hart	65	2019	President and Chief Executive Officer, Red Robin	✓	
Steven K. Lumpkin	68	2016	Consultant, Former Executive Vice President, Chief Financial Officer and Director, Applebee’s	✓	*AC, FC
David A. Pace	64	2019	Co-Chief Executive Officer, Tastemaker Acquisition Corporation	✓	©, CC
Allison Page	38	2020	Co-Founder and President, SevenRooms	✓	FC, NGC
Anddria Varnado	37	2021	GM and Head of the Consumer Business, Kohler Company	✓	CC, NGC

11. Note: Board List and Committee Assignments as of June 2023.

AC Audit Committee
CC Compensation Committee
FC Finance Committee
NGC Nominating and Governance Committee
© Denotes Chair of the Board
* Denotes Chair of the Committee



APPENDIX: SASB INDEX

Below we provide additional specific disclosures and references to where our reporting aligns with the SASB Sustainability Accounting Standard for Restaurants

Disclosure Topic	Accounting Metric	Unit of Measure	Code	Red Robin Data / Information Source
Energy management	(1) Total energy consumed (1) Percentage grid electricity (1) Percentage renewable	Gigajoules (GJ), Percentage (%)	FB-RN-130a.1	(1) 1,351,834 GJ (Includes electricity and natural gas) (2) 37.8% grid electricity (3) 0% renewable
Water management	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	kGals, Percentage (%)	FB-RN-140a.1	(1) 1,266 TCM (2) Approximately 9% of water consumed is in regions with High Stress and 17% with Extremely High Stress
Food & packaging waste management	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	Metric tons (t), Percentage (%)	FB-RN-150a.1	(1) 39,571 t (2) 3.1% (1,232 tons) (3) 36.7%
Food & packaging waste	(1) Total weight of packaging (2) Percentage made from recycled and / or renewable materials (3) Percentage that is recyclable, reusable and / or compostable	Metric tons (t), Percentage (%)	FB-RN-150a.2	(1) 3,239 t (2) 6% (3) 98%
Food safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	Percentage (%)	FB-RN-250a.1	100% of our restaurants were inspected by a regulatory body and 100% were inspected by a third-party auditing company three times in 2022.
Food safety	(1) Number of recalls issued (2) Total amount of food product recalled	Number, Pounds	FB-RN-250a.2	(1) One: Sesame & Cross Cut Buns (2) 821 Cases of Buns
Food safety	(1) Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention investigation	Number, Percentage (%)	FB-RN-250a.3	There were 0 confirmed foodborne illness outbreaks resulting in U.S. CDC investigation of Red Robin.
Nutritional content	(1) Percentage of meal options consistent with national dietary guidelines (2) Revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.1	(1) Red Robin follows all federal and local regulations as they pertain to nutritional requirements for all of our locations. We have a team of experts to ensure we have the most accurate and up-to-date specification and nutritional information for our more than 150+ food products that go into making 75+ menu items. We post calories on our menus next to our food and most drink options, and we also provide a supplemental nutritional guide for our guests to view complete nutritional information. In addition, we offer our Guests several salads, burgers and entrees under 600 calories. (2) Not applicable to Red Robin.
Nutritional content	(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) Revenue from these options	Percentage (%), Reporting currency	FB-RN-260a.2	We comply with local dietary requirements, including those with respect to meal and beverage mandates for children. For additional information see our Kid's Menu & Allergens and Nutrition Web Pages .
Nutritional content	(1) Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Number, Percentage (%)	FB-RN-260a.3	Promotional and marketing efforts are not targeted towards children.

SASB Index (cont.)

Disclosure Topic	Accounting Metric	Unit of Measure	Code	Red Robin Data / Information Source
Labor practices	(1) Voluntary and (2) Involuntary turnover rate for restaurant employees	Rate	FB-RN-310a.1	(1) 127.7% voluntary (2) 99% involuntary
Labor practices	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning a minimum wage, by region	Reporting currency, Percentage (%)	FB-RN-310a.2	(1) For fiscal year 2022, company-wide average wage (inclusive of tips) for all non-supervisory restaurant Team Members was \$20.65 per hour. (2) 100% of our restaurant Team Members earn at least minimum wage.
Labor practices	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Reporting currency	FB-RN-310a.3	Please see Fiscal Year 2021 Form 10-K .
Supply chain management & Food sourcing	(1) Percentage of food purchased that meets environmental sourcing standards (2) Percentage of food purchased that is certified to third-party environmental and / or social standards	Percentage (%) by cost	FB-RN-430a.1	100% of our suppliers participate in third-party audits to ensure the humane treatment of all animals in Red Robin's supply chain and also comply with our animal welfare standards. We follow up on any reports of farm animal mistreatment and take actions consistent with our animal welfare policy. Any supplier who fails to comply with our animal welfare standards is subject to removal from our supply chain. Red Robin is committed to working with our suppliers and others in the food industry to, by 2024, align with broiler chicken welfare standards established by the Global Animal Partnership (GAP). Our poultry is free of any added hormones and steroids, 100% sourced from family-owned farms that do not use antibiotics to promote animal growth. In addition, our turkey supplier is American Humane Association- certified, and our turkey patties and sliced turkey are produced using humane, controlled atmosphere-processing methods. For additional information see our 2022 Sustainability Report & Animal Welfare Web Page.
Supply chain management & Food sourcing	(1) Percentage of eggs that originated from a cage-free environment (2) Percentage of pork that was produced without the use of gestation crates	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	(1) 100% of our eggs used in California are cage-free, which represent 14.8% of our system-wide corporate egg usage. (2) 0% of pork produced without use of gestation crates.
Supply chain management & Food sourcing	(1) Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	(Narrative / Policy)	FB-RN-430a.3	We require all of our suppliers to participate in third-party audits to guarantee the humane treatment of animals in our supply chain. We follow up on any credible reports of farm animal mistreatment, and suppliers who fail to comply with standards are removed from our supply chain. Red Robin is committed to working with our suppliers and others in the food industry to, by 2024, align with broiler chicken welfare standards established by the Global Animal Partnership (GAP). These GAP standards include a transition to breeds that have improved welfare outcomes, reduction in maximum stocking density to provide more space for birds per GAP standards, improvements in growing environment for birds – including litter, lighting and enrichment – and processing that uses a humane, multi-step controlled-atmosphere system.
Activity Metric	Number of (1) company-owned and (2) franchise locations	Number	FB-RN-000.A	(1) 414 company-owned (2) 97 franchisee-operated
Activity Metric	Number of (1) company-owned and (2) franchise locations	Number	FB-RN-000.B	(1) 23,908 Team Members at company-owned restaurants. (2) Data is not available for franchise Team Members.



Forward-Looking Statements

Certain information and statements contained in this report are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995 (the "PSLRA") codified at Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and Section 21E of the Exchange Act. Forward-looking statements include statements regarding our expectations, beliefs, intentions, plans, objectives, goals, strategies, future events or performance, and underlying assumptions and other statements which are other than statements of historical facts. These statements may be identified, without limitation, by the use of forward-looking terminology such as "anticipate," "assume," "believe," "could," "estimate," "expect," "future," "intend," "may," "plan," "project," "will," "would," and similar expressions. Forward-looking statements in this report include, but are not limited to, statements regarding our overall corporate strategy, including our strategic growth plan and North Star plan, our sustainability strategy, and our ESG goals; the engagement, retention, training and development of our Team Members; the environmental and social impacts of our operations and those comprising our supply chain; food sourcing, safety and quality; cybersecurity; and current or planned investments, initiatives and strategies aimed at achieving any of the foregoing.

Although we believe the expectations reflected in our forward-looking statements are based on reasonable assumptions, such expectations may prove to be materially incorrect due to known and unknown risks and uncertainties. The following factors, among others, could cause actual results to differ materially from those expressed in forward-looking statements: the effectiveness of the Company's strategic initiatives, including our North Star plan, labor models, service, and operational improvement initiatives; the Company's ability to implement, and the effectiveness of, initiatives and investments in sustainability and ESG-related matters; general economic conditions, including changes in consumer disposable income, weather conditions, and related events in regions where our restaurants are operated; the impact of COVID-19 on our results of operations, supply chain, and liquidity; the effectiveness of the Company's programs and policies, including with respect to food safety and Team Member health and safety; our ability to staff, train, and retain our workforce for service execution; the effectiveness of the Company's marketing strategies and promotions; menu changes, including the anticipated sales growth, costs, and timing of the Donatos® expansion; the implementation, rollout, and timing of initiatives, improvements and technology solutions in our restaurants and at our Restaurant Support Center, in addition to digital platforms that are accessed by our Guests; the implementation of and realization of benefits from our restaurant management transition program; our ability to achieve revenue and cost savings from off-

premises sales and other initiatives; competition in the casual dining market and discounting by competitors; changes in consumer spending trends and habits; changes in the cost and availability of key food products, distribution, labor, and energy; the adequacy of cash flows and the cost and availability of capital or credit facility borrowings and additional proposed sale-leaseback transactions; the impact of federal, state, and local regulation of the Company's business; changes in federal, state, or local laws and regulations affecting the operation of our restaurants, including minimum wages, consumer health and safety, health insurance coverage, nutritional disclosures, and employment eligibility-related documentation requirements; and costs and other effects of legal claims by Team Members, franchisees, customers, vendors, stockholders, and others, including negative publicity regarding food safety or cyber security.

All forward-looking statements speak only as of the date made. All subsequent written and oral forward-looking statements attributable to us, or persons acting on our behalf, are expressly qualified in their entirety by the cautionary statements. Except as required by law, we undertake no obligation to update any forward-looking statement to reflect events or circumstances after the date on which it is made or to reflect the occurrence of anticipated or unanticipated events or circumstances.

About the Report

This is our second sustainability report. Information reflects corporate activities and data for the period January to December 2022, unless otherwise noted. Data relating to energy, water, packaging and waste is from company-owned restaurant locations open as of December 2022.

Some numbers in this report are estimates, but as the quality of our and our partners' data improves, we will update them and focus on the Sustainability Accounting Standards Board (SASB) disclosure topic guidelines

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