

PUTTING THE 'US' IN SUSTAINABILITY

Sustainability Report 2021



COMMITTED TO EXCELLENCE

At Red Robin, we're in the business of people – delivering gourmet burgers that serve up unforgettable experiences for every Guest that walks through our doors, orders "to go" or opts for the convenience of delivery. When we opened our first restaurant in 1969, we did so with the intention of creating memorable dining experiences that delight the young and young-at-heart alike. Today, we continue to build trust in the Red Robin name through our never-ending pursuit of Yummm®, an unwavering commitment to responsible business and treating everyone with respect and dignity.

I am proud to welcome you to our very first Sustainability Report, where we outline Red Robin's journey to sustainability and blueprint for better business.

A Company That Cares

While this publication marks the beginning of our sustainability reporting journey, caring for people and the planet has long been part of our DNA. It's instilled throughout Red Robin in our values of integrity, continuous improvement and creating a culture of inclusion and diversity. It's embedded in our governance structure, with environmental, social and governance (ESG) oversight from our Board of Directors. And it's a driving force behind steps we've taken to create more efficient restaurants for well over a decade.

Better for Our People

At the heart of it all are extraordinary people: diverse, passionate Team Members ready to make Guest experiences joyful, memories meaningful and business decisions responsible. People are our strength, and we are committed to giving back to them with a compelling Team Member value proposition and a company culture that nurtures what makes each of them unique.

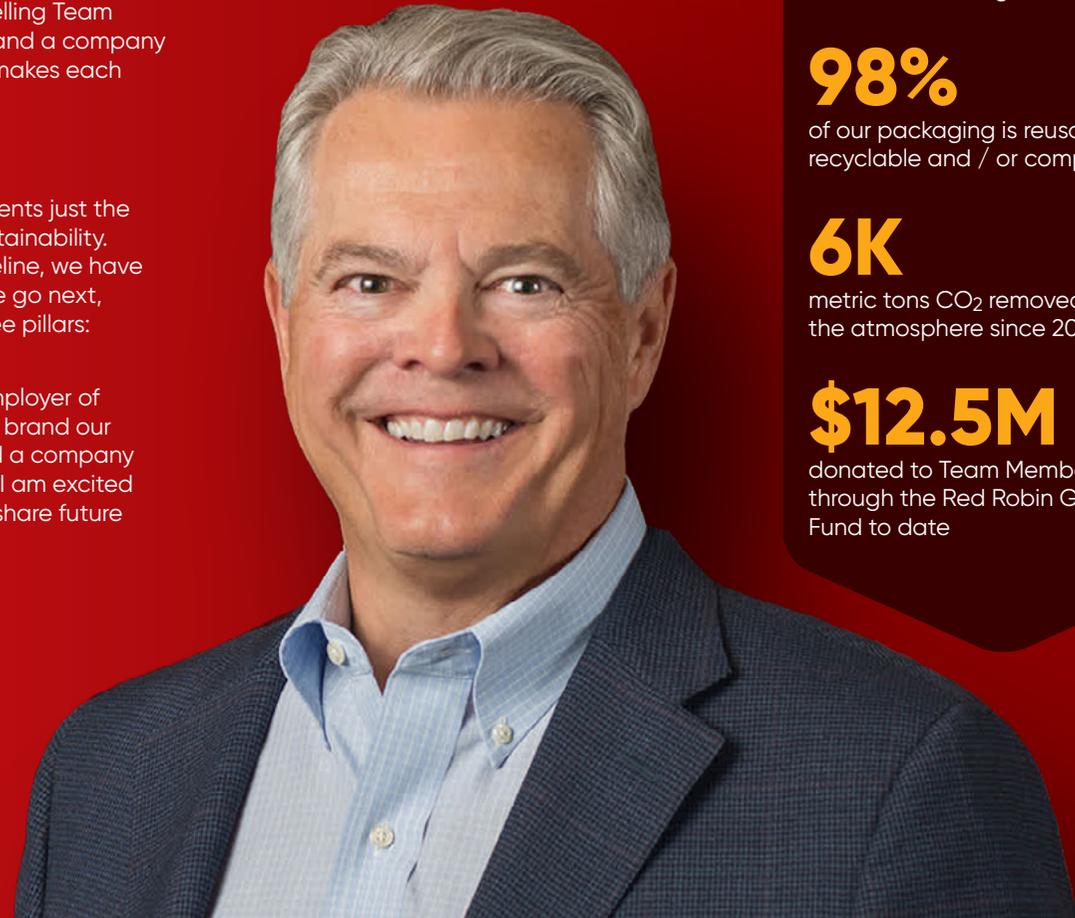
Looking to the Future

This inaugural report represents just the first step on our path to sustainability. With this report as our baseline, we have set clear goals for where we go next, targeting efforts across three pillars: People, Product, and Place.

Our ambition is to be an employer of choice, the gourmet burger brand our communities trust most and a company that has a positive impact. I am excited to see our progress and to share future achievements with you all.



Paul Murphy III,
CEO, Red Robin



2021 Highlights

100%

We use USDA-inspected beef that is free from artificial and added ingredients in all our burgers

100%

of our suppliers are audited by food safety agencies to industry standards

20,000+

pounds of food donated to local food banks through our distributor

98%

of our packaging is reusable, recyclable and / or compostable

6K

metric tons CO₂ removed from the atmosphere since 2019

\$12.5M

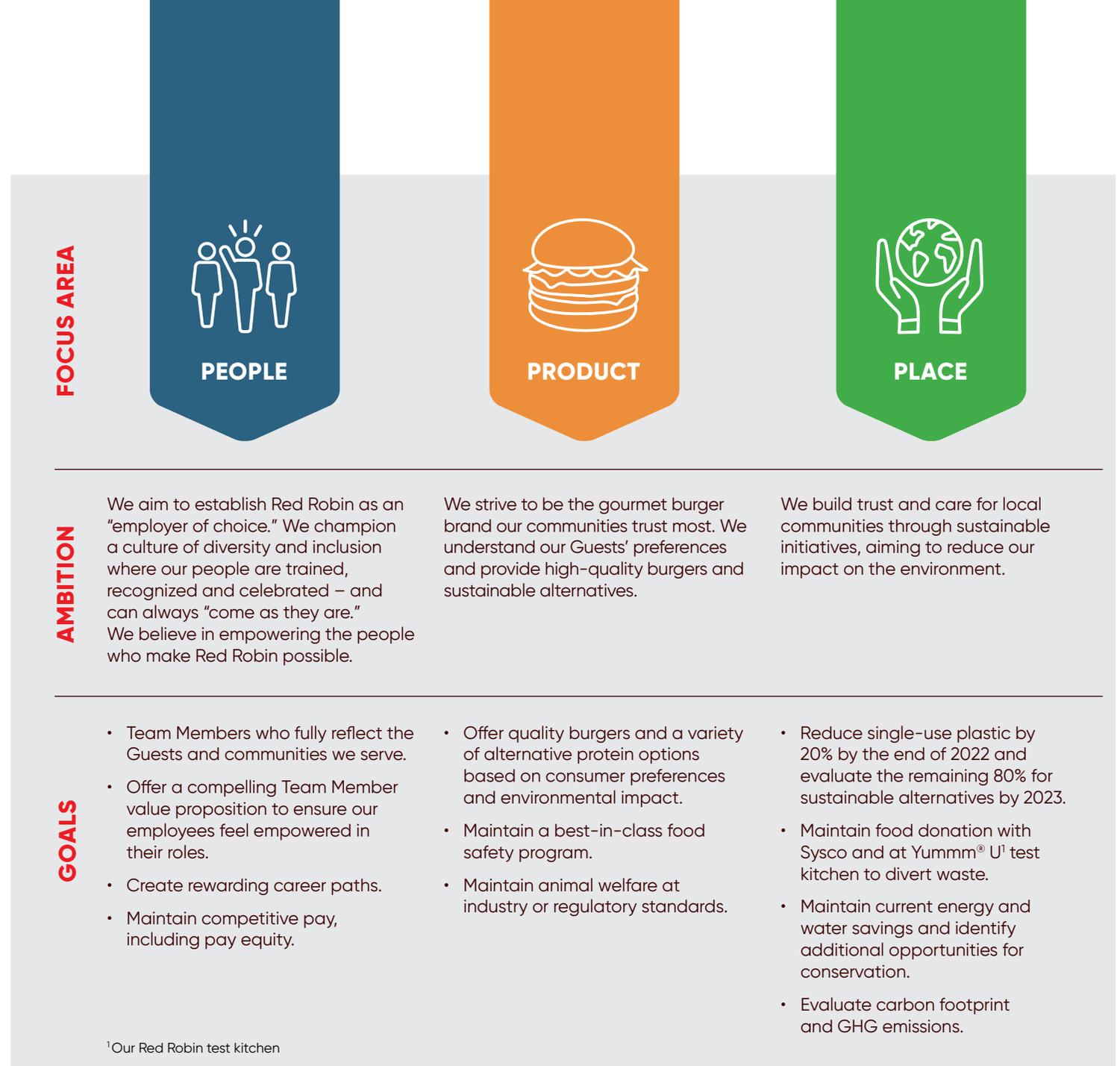
donated to Team Members through the Red Robin Giving Fund to date

OUR APPROACH

Better for Being Here

We want to build a company that cares – a company that makes the world a better place for our Team Members, our community and our planet. We’re beginning this journey with meaningful objectives and a commitment to align with sustainability standards – like those of the Sustainability Accounting Standards Board (SASB).

With these first steps, we are focused on turning good intentions into good actions. We’ve developed a strategy with three focus areas and goals to monitor progress, drive efforts and nourish real, sustainable value for our stakeholders.



¹Our Red Robin test kitchen

The Red Robin Values

Delivering better for our Guests, our communities and our planet requires that we foster a craveable business culture powered by unshakeable principles. Our B.U.R.G.E.R. values work to ensure Guests and Team Members are better for being here.

B.U.R.G.E.R.

B
U
R
G
E
R

Bottomless fun

Our Guests love coming here because we do too.

Unwavering integrity

We do the right thing, the right way.

Relentless focus on improvement

We are committed to being the best.

Genuine spirit of service

We deliver unbridled hospitality in everything we do.

Extraordinary people

The strength of Red Robin is our people.

Recognized burger authority

Nobody does burgers as well as we do – nobody.

BOARD COMPOSITION

The Board of Directors oversees the following committees:

AUDIT COMMITTEE

Oversees financial reporting, disclosure processes, ethical and regulatory compliance, enterprise risk management and sustainability risk

Reviews scope and results of independent and internal audits

COMPENSATION COMMITTEE

Develops and performs annual CEO performance review

Reviews and approves compensation and Team Member benefit plans, including those related to ESG areas

NOMINATING AND GOVERNANCE COMMITTEE

Identifies, evaluates and recommends Board candidates

Reviews Board member skill sets

Oversees corporate governance policies and monitors ESG strategic initiatives and progress

FINANCE COMMITTEE

Provides guidance to the Board and management on long-range planning, budget, capital allocation and extraordinary stockholder engagement

Governing Sustainability

Sustainable business comes from committed leadership and passionate collaboration. Here at Red Robin, ESG oversight starts from the very top, with our Board of Directors and senior leaders responsible for our efforts.

Our ESG Committee brings together vice presidents from various cross-functional teams. The committee acts as a working group to identify and prioritize areas where we can have the most impact, making recommendations to feed into our overall business strategy.

Learning What's Truly Important

People guide our strategy. Through consumer and Team Member surveys, we gather insights on their priorities. Engaging with key stakeholders opens the door to conversations on ESG topics and how they are ranked in terms of importance for Red Robin, our Team Members and our communities.

Next Steps for Sustainability

Our strategy lays the foundations for great things to come. Even as we advance toward our goals, we are committed to evolving new practices that aim to keep us ahead of the sustainability curve.



SUPPORT FOR EVERYONE



PEOPLE

Combine great food with extraordinary people and you get great experiences. Guests keep coming back for. Our people bring the Red Robin brand to life, curating a fun atmosphere for our Guests to enjoy.

Teams as Diverse as Our Communities

We strive to create inclusive environments – spaces where individuals can come as they are. Each Red Robin restaurant is part of a unique community, so it's important that our teams are as diverse as the Guests they serve. We are exploring the labor marketplace to identify diverse and extraordinary talent. This is a key aspect of the start of our diversity, equity and inclusion journey.

Inclusive environments run on equitable opportunities. In 2021, we launched unconscious bias training for leaders in our Restaurant Support Center (RSC), with plans to roll it out more widely in the years to come.



Keeping Our People Safe

Throughout the COVID-19 pandemic, we have worked tirelessly to protect our people. At the peak of the pandemic, we introduced a sick pay policy to support Team Members with wage replacement during periods of absence. Team Members from our RSC also switched to remote working. Flexible schedules and hours allowed Team Members to balance the demands of their home life, such as childcare, with work responsibilities.

We continue to work to create the safest environments possible, aligning efforts with the Centers for Disease Control and Prevention and public health guidance. personal protective equipment (PPE), mask guidance, heightened sanitation standards and a robust team member health policy have all helped reduce the risk of COVID-19 transmission in our restaurants.

Compelling Value Propositions

While we already offer competitive pay, in 2021, we implemented a compensation program for all Red Robin positions as part of our attractive career path opportunities for Team Members. The program enables objective pay analyses based on skill set and experience.

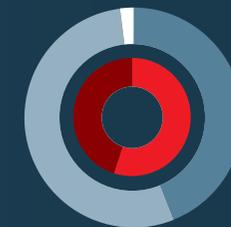
Our Global Talent strategy outlines our commitment to develop people from within. We don't want this to be "just a job" but instead the key to a career in the restaurant industry. Each of our restaurants has certified learning coaches who prepare new Team Members for success with on-the-job training and final skills certification for their position.

Supporting Communities

We want to give back to the communities we call home. Through a partnership with nonprofit Denver Kids Inc., Team Members at our RSC pitch in to bring holiday cheer to local families. Our Team Members donate gifts, as well as gift cards for local grocery retailers. Over 24 years, Red Robin has supported over 820 families.

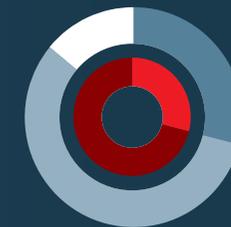
Established by Team Members in 2006, the Red Robin Giving Fund was created to assist our Team Members facing emergent and catastrophic situations. The Giving Fund, which sits within the Red Robin Foundation, provides emergency financial assistance, and has granted over \$12.5 million to over 3,000 Team Members to date.

Diversity at Red Robin in FY2021



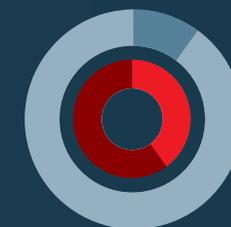
Total Workforce

- Gender:
- 55% Women
 - 45% Men
- Ethnicity:
- 44% BIPOC
 - 54% White
 - 2% Declined



Executive Team

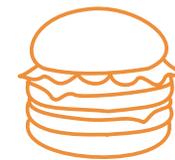
- Gender:
- 29% Women
 - 71% Men
- Ethnicity:
- 29% BIPOC
 - 57% White
 - 14% Declined



Board of Directors

- Gender:
- 4 Women
 - 6 Men
- Ethnicity:
- 1 BIPOC
 - 9 White

A RECIPE FOR GOODNESS



PRODUCT

Ensuring the Best Ingredients

We are committed to serving Guests only the best. In 2019, we enhanced our restaurant notification system to improve the maintenance and the quality of our ingredients. The system sends automated alerts to management staff and food safety teams, informing them of supplier product recalls and the correct actions to take.

All Food and Beverage vendors must go through an approval program to confirm compliance with the Global Food Safety Initiative (GFSI) to become a Red Robin supplier and thereafter must be re-approved annually to maintain that status. Beef, steak, fries and poultry suppliers are required to go through an additional audit process to become a Red Robin vendor. We utilize the TraQtion (NSF) quality and compliance software to collate audit findings and ensure suppliers continue to meet our quality standards.

We recently enhanced our cold chain monitor program for beef, requiring all beef shipments from manufacturing to distribution facilities to be temperature monitored every seven minutes. This system uses GPS to track all beef shipments. The system will notify the Red Robin Quality Assurance Team and the distribution facility when the truck driver arrives so the details of the shipment monitor report may be

reviewed and approved, allowing for a smooth and safe delivery process.

The Red Robin Quality Assurance Team tracks all product noncompliances and addresses these issues with the supplier, which may require vendor corrective actions including rejection or placing a product on hold. Product noncompliances are tracked and analyzed to anticipate when issues are most likely to occur, such as monitoring fresh produce quality during hot summer months.

Keeping Guests Safe and Healthy

We know that when a Guest has allergies, it is vital that they feel safe and cared for. To ensure Guests – particularly parents of children with severe allergies – feel secure in their food choices, we refer them to online guidance and our [interactive allergen menu](#) where they may customize their meals to find options that meet their dietary needs.

Special handling processes are in place to prevent cross-contact of allergens, such as using purple equipment to prepare all meals that are alerted to the kitchen as an allergen meal, including meals that contain gluten. Taking these precautions shows our Guests their health, safety and enjoyment is our number one priority.

Food allergens and nutritional information are detailed on our website, helping

Guests identify options that meet their dietary requirements. We want to keep one step ahead of customers' needs. For example, knowing that the U.S. Food and Drug Administration (FDA) is adding sesame as the 9th major allergen, we have proactively added this to the allergen list on our [website](#).

Embedding Food Safety at Every Stage

Our food safety training program is robust, equipping our Team Members with the skills they need to handle food correctly and comply with regulatory mandates. We have third-party inspectors and an external organization to perform unannounced spot checking at each of our restaurants every quarter. We have a track record of high scores, achieving Green ratings as our average, and embed these results in our leadership evaluations, reporting full food safety metrics to the Board every quarter.

We use supplier scorecards and certifications to assure 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 regulatory outbreaks.

100%

of our restaurants inspected each quarter by independent food safety auditors



TOGETHER FOR OUR PLANET



PLACE

Sidestepping Single-Use

We are on a mission to transform our packaging, aiming to replace 20% of single-use plastics by the end of 2022 and evaluating options for the remaining 80%. A three-phased initiative is one way we are targeting efforts:

1 Remove all expanded polystyrene foam packaging from corporate restaurants by 2021, replacing it with fiber alternatives

Progress: 100% achieved

2 Replace plastic drinks cups and primary to-go bags with paper options

Progress: Due to roll out in 2022

3 Replace single-use food containers with a natural molded fiber base and easily recycled plastic lid

Progress: Primary food containers tested and approved for rollout in 2023

Where We're Starting, Where We're Going

While this report represents a key step in our sustainability journey, environmental protection isn't new for Red Robin. We've been working with third-party agencies for 10 years to track and understand our footprint. This insight has set a strong foundation that we're now ready to build on.

Already, we have updated our restaurants for better environmental outcomes. Back in 2009, we switched the front-of-house lighting in our restaurants to efficient LED solutions – by 2019 we installed LED lighting across all our restaurants, including back-of-house and kitchen areas. Some of our kitchen equipment, like our reach-in refrigerators and ice machines, are ENERGY STAR® rated. Since 2019, we have saved 481,000 gallons of daily personal water usage and have installed water-efficient fixtures in our kitchens.

Our people care about sustainability, and we care about our people. We aim to harness this passion for the planet, partnering across the business and our extended value chain to further embed environmental sustainability in the Red Robin culture. Our sustainability strategy expands on the steps we have already taken, with measurable goals for reducing our environmental footprint.

Establishing the Bottom Line

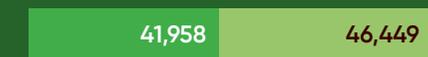
We can't get where we want to go without knowing where we're starting. That's why in 2021, we partnered with a third-party provider to help us set a baseline for greenhouse gas (GHG) emissions, in line with U.S. Environmental Protection Agency (EPA) standards. We're hopeful that year-on-year tracking of our emissions will help us visualize annual improvements.

Annual Emissions (metric tons CO₂e)

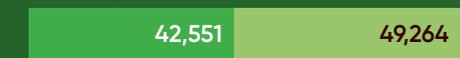
2019: 106,282



2020: 88,407



2021: 91,815



● Scope 1 ● Scope 2

Scope 1 emissions relate to our direct emissions impact, from Red Robin-owned and -controlled sources. Scope 2 emissions relate to Red Robin's indirect emissions, including our purchased energy.

GHG emissions are calculated from Red Robin's bills for each utility. Scope 2 emissions are further defined from our estimated fuel mix by state, as some states use more coal than natural gas to produce electricity, for example.

481,000

gallons of daily personal water usage saved



This publication represents our first sustainability report, the next step in our ESG journey. Information reflects company activities and data for the period January to December 2021, unless otherwise noted. Data relating to energy and waste is from 417 corporate restaurants.

Packaging and single-use plastics data is sourced from all corporate restaurants and 20 of our franchised restaurants. We are collecting data to align with the SASB Restaurants 2018 Standard, and we aim to publish this data in our 2022 report.

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