

# 2023

## CORPORATE **SUSTAINABILITY** REPORT

FOOD • COMMUNITY • EMPLOYEES • CONSERVATION





# CORPORATE SUSTAINABILITY

FOOD • COMMUNITY • EMPLOYEES • CONSERVATION

## DEAR SHAREHOLDERS,

We are proud to report that 2023 was a landmark year in terms of our sustainability progress. As we have said since the start of our program, our corporate sustainability strategy is about making continual progress with meaningful, long-term impact in each and every community we serve.

One of the major initiatives we undertook in 2023 was the reporting of our Scope 1 and 2 emissions for 2021 and 2022, which were published on our website in November. The Scope 1 and Scope 2 emissions are generated based on the natural gas, propane, and electricity we use to operate. We continue to partner with an energy management firm to monitor and disclose our greenhouse gas emissions at both our stores and our Support Center each year.

In addition, we hired a consulting firm to conduct a materiality assessment. For the assessment, 140 employees, vendors, and shareholders were surveyed and interviewed to gather opinions and perspectives to identify which environmental, governance, and social topics are important to them. We will use the assessment to help keep our corporate sustainability efforts focused on the most relevant areas of our business. Finally, we hired a consulting firm to measure our initial Scope 3 emissions.

### Operational Initiatives

We are proud of the progress we made in 2023 with our employee and guest-facing sustainability efforts. As a result of our sustainable uniform program, we kept nearly 5.5 million plastic bottles out of landfills and oceans. Over 180,000 sustainable uniform items were purchased, and interest continues to grow with sustainable hats, aprons, and uniform shirts. We will keep exploring opportunities that make “sense” and “cents” for our operators and the environment.

Another exciting initiative in our restaurants is our cooking oil recycling program. We recycled almost 500,000 gallons of used cooking oil across all three of our brands in 2023. With a Direct Connect system, used oil is automatically sent to a storage container for pickup. This reduces contamination and employee risk by not having employees manually carry oil to the storage container. The oil is used to feed livestock and manufacture other products. It is also converted to airline fuel, which is why we refer to this process as our “frequent fryer” program!

In 2023, Jagers switched to molded fiber to-go containers. These “tree-free” containers are not only more eco-friendly, but also maintain the quality of our food. We are also testing the containers in a few Texas Roadhouse locations as a Styrofoam replacement.

## WE MAKE IT OUR MISSION TO LEAVE EVERY COMMUNITY WE’RE A PART OF BETTER THAN WE FOUND IT.

In addition, we continue to work on initiatives to reduce the use of paper in our operations. A great example of this is our conversion to a digital kitchen display system. With a digital kitchen, we can remove five ticket printers. This means we no longer have a need for printer paper, and saves over 1,100 pounds per year in paper weight per location. We intend to convert 200 locations this year with the goal of expanding systemwide over the next few years. We are also proud of the paper we save with our electronic invoicing system. In 2023, paperless invoicing saved more than 2,100 trees; 6,500 tons of water; and reduced emissions by more than 200,000 kgCO<sub>2</sub>e.

With the completion of our 2023 Attitude and Usage Study, the results showed that guests ranked us above our competitors regarding how we “care about sustainability and the environment.” This ranking reflects the success of our guest-facing partnerships, including those with the Bee Conservancy, local store efforts around

Earth Day, and our Arbor Day Foundation tree distribution program. Throughout the year, we share our sustainability efforts on social media and in our kids’ activity books. We are proud that our guests are recognizing our ongoing progress and the impact we are making.

### 2024 and Beyond

We are approaching 2024 with a lot of momentum and exciting initiatives that will set us up for even more progress for years to come. The materiality assessment and calculating our Scope 3 emissions will be meaningful additions to our toolbox as our corporate sustainability strategy continues to evolve.

In line with making data-informed decisions, we will build our first “green store” in Greenville, Tennessee, which is scheduled to open in late 2024. For the past year, we have been focused on strategically

procuring more sustainable equipment for this location. This store will give us the

opportunity to pressure test and measure the effectiveness of sustainable equipment and materials that could be included in future restaurants.

We have come a long way since we launched our corporate sustainability program in 2017, but we have remained committed to aligning our initiatives to our four sustainability pillars — food, community, employees, and conservation. As a company, we are focused on continual progress to leave every community better than we found it.

Our wins from 2023 and ongoing initiatives in each pillar are detailed in our Corporate Sustainability Report, which can be found at [texasroadhouse.com/sustainability](https://texasroadhouse.com/sustainability).

Travis Doster  
Chief Communications Officer

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## ABOUT TEXAS ROADHOUSE

Texas Roadhouse first opened its doors in 1993. Since then, the company has grown to over 700 locations in 49 states and 48 international locations in 11 countries, including Bubba's 33 and Jagers restaurants.

Known as the hometown favorite, Texas Roadhouse is proud to provide made-from-scratch food at a value served with friendly, attentive service. Menu items the restaurant is famous for include Hand-Cut Steaks, Fall-Off-The-Bone Ribs, Made-From-Scratch Sides, and Fresh-Baked Bread.

Bubba's 33 was created in 2013 as a restaurant where families and friends could enjoy a lively atmosphere without sacrificing quality food. With wall-to-wall flat screens and scratch-made food for all, Bubba's 33 serves up a variety of options featuring handcrafted pizza, bold burgers, and ice-cold beer.

The company's fast-casual concept, Jagers, first opened in 2014 with fresh food and real ingredients. Menu items are made-to-order, so guests taste the difference. Double-stacked burgers, hand-breaded chicken sandwiches, and our hand-spun milkshakes are notable guests' favorites.

As a people-first company focused on more than just legendary food, Texas Roadhouse believes in serving local communities and taking care of Roadies.



# ACROSS OUR BRANDS

89,572 Employees | 741 Restaurants | 693 Domestic Locations | Restaurants in 49 U.S. States  
48 International Locations | Restaurants in 11 Countries

## Restaurant Locations

\*As of December 27, 2023





## OUR REPORT

In this report, you will find an overview of Texas Roadhouse’s Corporate Sustainability program, which is rooted in our mission of leaving every community better than we found it. The four main pillars of our sustainability efforts are Food, Community, Employees, and Conservation.

Our report provides additional information outlined in our current Proxy Statement and 10-K. In early 2021, Texas Roadhouse formed a cross-functional committee consisting of members from Communications, Finance, Financial Reporting, Legal, People, Purchasing, Development, and Audit. These subject matter experts have collaborated to contribute to this report. As you’ll see, corporate sustainability has always been a part of who we are, but we formally issued our first report in 2017. Our report is updated annually at the beginning of April and presented to the Leadership Team and Board of Directors. Periodically, we will highlight disclosures prior to the annual update. For these updates, we will publish information at [texasroadhouse.com/sustainability](https://texasroadhouse.com/sustainability), then incorporate into our Corporate Sustainability Report.

## A STAKE IN THE FUTURE

We make it our mission to leave every community better than when we found it.



**An Appetite to do Better.** Serving safe, made-from-scratch food starts with responsible sourcing and delicious Hand-Cut Steaks.



**At the Heart of it All.** Whether it’s supporting veterans and first responders, local sports teams, or natural disaster relief efforts, we’re proud to be part of it all.



**Our Secret to Success.** For an inclusive and people-first culture, our core values are everything — **Passion, Partnership, Integrity, and Fun... All with Purpose.**



**Waste Not. Want Not.** From bees to trees, and preserving natural resources — reducing food, water, and energy waste is just the start.



# FOOD

SERVING SAFE, MADE-FROM-SCRATCH FOOD STARTS WITH RESPONSIBLE SOURCING AND DELICIOUS HAND-CUT STEAKS.

- 
- Serving Made-From-Scratch Food
  - Texas Roadhouse Antibiotics & Animal Welfare Policy
  - Vendor Partner Expectations
  - Human Rights Statement





## SERVING SAFE MADE-FROM-SCRATCH FOOD

### Hand-Cut Steaks to Made-From-Scratch Sides

We're a restaurant you can trust to make dining out with your family fun. And because we take your trust very seriously, we place the utmost importance on food safety and food quality. We have stringent sourcing guidelines, conduct third-party audits, and make sure everything we serve is prepared by our well-trained staff.

We also expect a management-level employee to inspect every entree before it leaves the kitchen to confirm it matches the guest's order and meets our standards for quality, appearance, and presentation.

Additionally, having in-house Meat Cutters provides higher-quality steaks to our guests and helps reduce millions of pounds of food waste each year. All of our food is cooked-to-order, which is another way we reduce waste.

### Taste the Hand-Cut Difference

Meat cutting is considered a lost art, but not at Texas Roadhouse. Each Texas Roadhouse restaurant employs a butcher or Meat Cutter, so your steak is always fresh, never frozen. Our Meat Cutters, who hand-cut the legendary steaks we serve, work in 34°F coolers and cut an average of \$1.1 million of beef each year per store. They receive extensive training as they focus on perfecting their craft.

One way we celebrate our hard-working Meat Cutters is with our annual National Meat Cutter Competition. Texas Roadhouse butchers strive for a spot in cut-offs across the nation, first at the local or state level, then advancing regionally. The top 30 challengers from these regional competitions compete in the final round. Meat Cutters are judged on quality, yield, and speed in this timed cut-off. The winner is the cutter who yields the most steaks, with the highest quality cut in the allotted time. The grand prize is \$25,000 and being crowned Meat Cutter of the Year at our annual RISE Conference, which celebrates our top performing hourly Roadies.



# FOOD SAFETY: DELIVERING FRESH

Every truck, trailer, or delivery of fresh protein from our vendors is required to have a temperature monitor that provides us with the temperature and location of the truck in real-time.

This technology is known as cold chain monitoring, which allows our Food Safety Team, along with our vendor partners, to take action if needed before an issue occurs.

Once ingredients arrive at our restaurants, we adhere to Hazard Analysis Critical Control Points (HACCP) principles and critical procedures in each recipe to maximize food safety protocols.

## Our Highly-Trained Staff Prioritizes Food Safety

Our Product Coaches provide continual, hands-on training and education to the kitchen staff in our restaurants for the purpose of reinforcing food quality, recipe consistency, food preparation procedures, food safety and sanitation standards, food appearance, freshness, and portion size. The Product Coach Team supports all restaurants systemwide. On average, our Product Coaches have 11 stores they visit and coach every month.

Because our Product Coaches and Food Team members are dedicated to serving quality food, they have (or are in the process of obtaining) their Certified Professional — Food Safety designation from the National Environmental Health Association. Our Product Coaches and third-party teams perform regular food safety and sanitation audits.

## Technology in the Kitchen

Digital Kitchens enable stores to serve our guests smokin' hot food. This technology gets each item to Expo at the same time, based on each item's individual cook time. The system optimizes the kitchen and prevents bottlenecks.





# PROUD OF THE FOOD WE SERVE

## Why Made-From-Scratch Food?

From bacon bits to croutons to dressings — knowing the quality of each ingredient allows us (and our guests) to feel confident in the quality and value of our food. We are proud of our daily commitment to made-from-scratch food and our guests can taste the difference. We believe this adds value and flexibility to each guest’s experience, this includes our salads, which are made-to-order.

## Something for Everyone

We believe in variety — so guests can choose the options best for them and easily manage caloric intake and personal dietary needs. Detailed nutritional information and gluten-friendly options are available at all of our restaurants and on our website. Our Nutrition Calculator and Interactive Nutrition Menu help our guests make informed decisions about their orders. We pride ourselves on the legendary service we provide to all of our guests, especially those guests with food allergies.

## Fresh Means Fresh

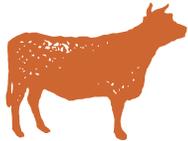
For all brands, legendary food starts with taking no shortcuts. At Texas Roadhouse, our bakers are responsible for making our yeast rolls from scratch every day. Our legendary bread is baked fresh every five minutes and served piping hot along with our homemade honey cinnamon butter to guests as they are seated.



# INTEGRITY IS ALWAYS ON OUR MENU

## Strict Sourcing Guidelines and Expert Employees

Texas Roadhouse is a value-based steak restaurant. It's what we're known for and we take great care with each steak we serve, which is why they are hand-cut in-house by our highly skilled Meat Cutters. But, what happens before the food we prepare arrives at our restaurants?



**BEEF**

### We Partner with Industry Leaders

Our beef suppliers adhere to North American Meat Institute (NAMI) and National Cattlemen's Beef Association's (NCBA) Beef Quality Assurance (BQA) animal handling standards. These suppliers are also leaders in humane and sustainable beef production practices, participating in industry organizations that are committed to upholding and reviewing these standards. In addition, 100% of our beef supply is sourced from the United States and Canada — which are areas not known for their beef related deforestation activities.



**CHICKEN**

### We Put Safety First

All the products we source meet USDA guidelines for safety and follow FDA regulations for the responsible use of antibiotics. Our poultry suppliers follow the National Chicken Council (NCC) poultry welfare guidelines, and we are working towards using suppliers that deliver meat from farm-raised and cage-free chickens.



**EGG**

### United Egg Producers Certification

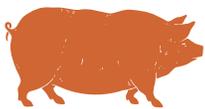
Our egg suppliers participate in the United Egg Producers (UEP) certification. This certification includes: a code of conduct signed by employees trained in animal care; annual compliance assessment conducted by independent, third-party auditors; scientifically-supported standards for allotment of space for hens in various housing environments; feed, clean water, and fresh air 24/7.



**SALMON**

### 100% Norwegian Harvested Responsibly

Texas Roadhouse serves 100% Norwegian Salmon harvested responsibly from the clear, cold waters of Norway. The salmon are raised antibiotic-free, fed an all-natural diet, and given sufficient swimming space and time for slow growth.



**PORK**

### Responsible Sourcing Matters

Our pork suppliers follow the Pork Quality Assurance Plus (PQA+) Antibiotic Principles for hogs. In addition, our suppliers focus on prevention of disease in hogs to effectively minimize the use of antibiotics, as described in the PQA+ programs.



# TEXAS ROADHOUSE

## ANTIBIOTICS & ANIMAL WELFARE POLICY

Texas Roadhouse is a family restaurant. We believe our family is every member of every community that has a Texas Roadhouse. We are keenly aware that our customers put their trust in Texas Roadhouse every time they eat at one of our locations. That is why the safety and quality of our food is a top priority, just as it is when we are feeding our own families.

### Antibiotics & Animal Welfare Commitments

We are committed to working with land-based protein suppliers that follow the policies of the United States Department of Agriculture (USDA), the Food and Drug Administration (FDA) and the Animal and Plant Health Inspection Service (APHIS) concerning the labeled use of any antibiotics and their policies on animal welfare requirements.

Texas Roadhouse requires its suppliers to comply with the FDA Guidelines, which recommend that antibiotics critical to human medicine no longer be used with farm animals for growth and is prevented by law. Additionally, the FDA Guidelines recommend that shared-class antibiotics only be used to treat, prevent, and control disease in farm animals under the supervision of a licensed veterinarian. Our beef suppliers also adhere to the Beef Quality Assurance (BQA) programs for responsible antibiotic use.

Our suppliers are audited by third-party independent auditors for adherence to the FDA Guidelines. The audits also seek to ensure that the animals are treated with respect and cared for in accordance with the principles of the Farm Animal Welfare Committee (FAWC) and under the guidance of the “Five Freedoms” of animal welfare.

### Commitments Specific to the Poultry Supply Chain

Our poultry suppliers follow the National Chicken Council (NCC) poultry welfare guidelines, and we are working towards adding suppliers who deliver meat from farm-raised and cage-free chickens.

### Commitments Specific to the Pork Supply Chain

Our pork suppliers follow the Pork Quality Assurance Plus (PQA+) Antibiotic Principles for hogs.

In addition, our suppliers focus on prevention of disease in hogs to effectively minimize the use of antibiotics, as described in the PQA+ programs. Comprehensive individual and herd health programs should be in place, including routine vaccination, balanced nutrition, and optimal animal husbandry. When illness occurs, documented disease detection and prevention programs should be employed under the guidance of licensed veterinarians.

### Partnering for Beef Quality, Safety, & Sustainability

Our beef suppliers adhere to North American Meat Institute (NAMI) and National Cattlemen’s Beef Association’s (NCBA) Beef Quality Assurance (BQA) animal handling standards. These suppliers are also leaders in humane and sustainable beef production practices through their participation in industry organizations that are committed to upholding and reviewing these standards including the Global Roundtables on Sustainable Beef.

Although beef comprises the largest portion of Texas Roadhouse’s food basket, Texas Roadhouse is and will remain a relatively small buyer within the total beef market. Despite being a small buyer, we take the potential environmental impact of our suppliers seriously. We currently purchase the majority of our beef supply from four beef vendors, and 100% of our beef supply is sourced from the United States and Canada — which are areas not known for their beef related deforestation activities.

Our procurement guidelines also include specific requirements designed to ensure that we purchase beef from suppliers committed to raising and producing animals ethically and the responsible use of antibiotics.





## VENDOR PARTNER EXPECTATIONS

We expect that our franchise partners, vendors, suppliers, consultants, and other business partners will act with the same level of partnership and integrity as we do. We have established Vendor Partner Expectations outlining our standards for our vendors, which include without limitation, how they conduct their business, how they treat their employees, and our expectation that our vendors will comply with all applicable laws and regulations relating to their business operations. This includes those laws prohibiting the use of forced labor or the facilitation of slavery and human trafficking. Our vendor partner expectations are available in their entirety on our website at [texasroadhouse.com](https://texasroadhouse.com).

## HUMAN RIGHTS STATEMENT

Our commitment to wage and hour and labor compliance is grounded in our culture of respect. We comply with all applicable wage and hour laws, including those related to minimum wage and overtime, meal and rest breaks, proper exempt classification, child labor, paying for all hours worked (including overtime), and proper handling of tips. Further, we do not allow employees to perform any work off the clock for any reason, all of our employees are expected to comply with the pay-related policies and practices applicable to their position, and strictly prohibit retaliation against employees who participate in the reporting of or investigation into any pay-related concerns. We also expect our employees to comply with any laws prohibiting the use of forced labor or the facilitation of slavery and human trafficking.



# COMMUNITY

WHETHER IT'S SUPPORTING VETERANS AND FIRST RESPONDERS, LOCAL SPORTS TEAMS, OR NATURAL DISASTER RELIEF EFFORTS, WE'RE PROUD TO BE PART OF IT ALL.

- Giving Back to Every Community We Serve
- We Honor Heroes
- Home Is Where Our Heart Is
- Proud To Support Special Olympics



# GIVING BACK TO EVERY COMMUNITY WE SERVE

## When They Need Us, We Are There

We know that our restaurants have a substantial economic impact in every community we operate in. We offer time, support, food donations, and fundraising opportunities to give back to many local charities. In addition, we provide corporate support to select organizations across the country. In 2023, we were proud to host many local, regional, and national Dine-to-Donate Fundraisers at our locations across the country.

### American Tinnitus Association

To honor our Founder, Kent Taylor, our stores across the country banded together to raise over \$800,000 in 2023 for the American Tinnitus Association, which was the largest corporate donation in the organization's 50-year history.



### The V Foundation for Cancer Research

All of our Bubba's 33 locations across the country feature the Dickie V pizza on their menu and \$1 for every pizza purchased is donated to the V Foundation for Cancer Research. In 2023, Bubba's 33 donated over \$86,000 as a result of the fundraiser.



### Camp Sunshine

Our restaurants in New England have partnered with Camp Sunshine for 11 years. Camp Sunshine provides retreat and support, while enabling hope for terminally ill children and their families. Through Dine-To-Donates, bake sales, and other fundraising efforts, we sent 30 campers and their families to Camp Sunshine during the summer in 2023. In May, over 150+ Roadies came together for a camp clean-up day to help with the camp's reopening. From painting baseboards and moving canoes, to mulching and raking leaves, our New England Roadies made a huge impact.



### Refuge for Women

Since 2022, our Support Center has been committed to supporting Refuge for Women. Refuge for Women is a non-profit organization that provides housing for women who have escaped human trafficking or sexual exploitation. In 2023, we provided linens, household goods, and other necessities for their emergency house. In addition, we contribute monetary donations each year and sponsor their annual gala.





# HOME IS WHERE OUR HEART IS

## Providing Jobs, Raising Funds, Making a Difference

Each Texas Roadhouse restaurant supports economic growth in its community with an annual average of \$1.2 million in economic impact, as well as 200 jobs.

## Giving Meals, Too. Every Little Bit Helps

Our restaurants average four local fundraisers a month at each location, raising thousands of dollars for local non-profits, causes, and schools. In addition to funds, millions of meals are donated to people in Texas Roadhouse communities across the country.

# WE ♥ OUR COMMUNITY +\$3.3 MILLION

RAISED AND DONATED TO LOCAL NON-PROFITS, SCHOOLS,  
AND ORGANIZATIONS IN THE COMMUNITIES WE SERVED IN 2023



# WE HONOR HEROES

## Serving Those Who Serve Our Country

To our nation's veterans, thank you. Throughout the year, we support our nation's veterans and service members at both the local and national level. Every day, veterans and active military members will find reserved parking at our restaurants. Many locations also proudly offer military and first responder discounts throughout the year. On Veterans Day, we're honored to offer free meals to veterans and active military service members across the country.



IN **2023**, WE SERVED NEARLY  
**\$2 MILLION IN MEALS**  
AND DISTRIBUTED  
**675,000 FREE MEAL VOUCHERS**  
TO VETERANS ON VETERANS DAY.

## BUILDING MORE THAN HOMES FOR OUR TROOPS

We've been a national and influential partner with Homes For Our Troops (HFOT) for more than 20 years, helping to complete over 372 mortgage-free, custom-built homes for the most severely injured post-9/11 veterans.

From motorcycle rides to donating a portion of our yearly gift card sales, from fundraising events to providing food to hundreds of volunteers at almost every new project Key Ceremony and Volunteer Day, we're honored to support this organization.





# PROUD TO SUPPORT SPECIAL OLYMPICS

We've been a proud supporter of the Special Olympics for multiple years, most notably in Kentucky, Texas, and Illinois. The Armadillo Classic Golf Scramble has donated more than \$2.5 million to Special Olympics of Kentucky since 2000; and Tip-A-Cop Fundraisers have donated more than \$1.9 million to Special Olympics of Texas over the past 15 years.





# EMPLOYEES

FOR AN INCLUSIVE AND PEOPLE-FIRST CULTURE, OUR CORE VALUERS ARE EVERYTHING – PASSION, PARTNERSHIP, INTEGRITY, AND FUN WITH PURPOSE.

- 
- People-First Mentality
  - Diversity, Equity, and Inclusion
  - Giving Back Andy's Way
  - Corporate Governance
  - Talent Attraction, Retention, & Development

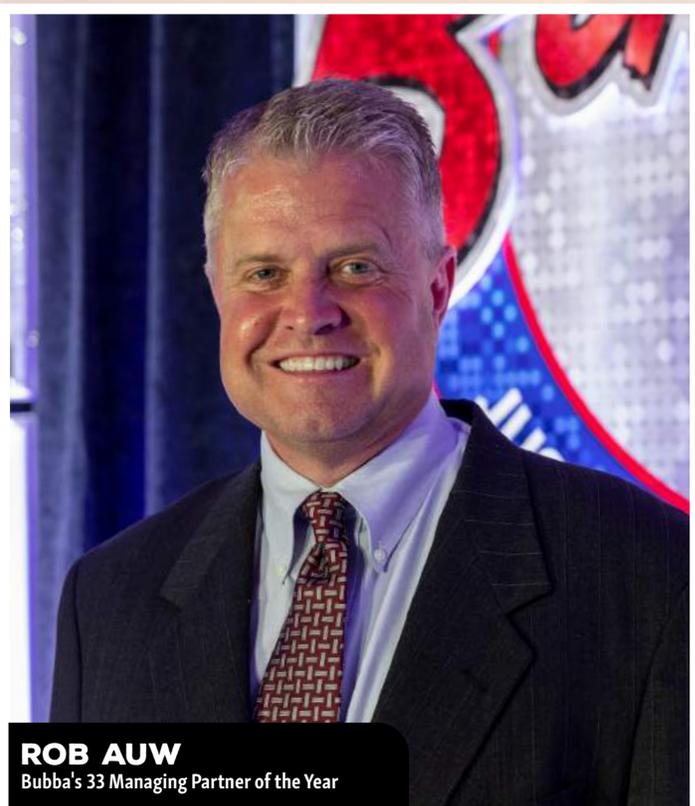


# PEOPLE-FIRST MENTALITY

Since the beginning, we've been committed to being a people-first company. From 1-on-1's to fun budgets to Andy's Outreach and promoting from within, these are just a few examples of how we take care of our people. We support our employees through programs that encourage an inclusive culture, people development, community outreach, and fun. **Passion, Partnership, Integrity, and Fun with Purpose** are the core values we strive for every day.



**BRAD APGAR**  
Texas Roadhouse Managing Partner of the Year



**ROB AUW**  
Bubba's 33 Managing Partner of the Year

## LEGENDARY FOOD. LEGENDARY PEOPLE.

### Support Center Roadies: The Power Of Partnership

Our Support Center Roadies believe in the power of partnership. They provide the tools and expertise, so our Operators can focus on providing Legendary Food and Legendary Service to our guests.

### Restaurant Roadies: The Heart And Soul

Our restaurant Roadies are the heart and soul of our company, bringing Legendary Food and Legendary Service to our local communities across the country.



## GIVING BACK ANDY'S WAY

### There For One Another in Good Times and Bad

Andy's Outreach Fund is the Texas Roadhouse way of helping our employees who are experiencing a financial hardship. Resources for the Andy's Outreach non-profit fund are available to current Texas Roadhouse employees only and are designated for crisis situations such as: death, fire, natural disasters, dire illnesses, personal injury, crisis counseling, emergency travel, or other financial hardships.

Since its inception Andy's Outreach has...

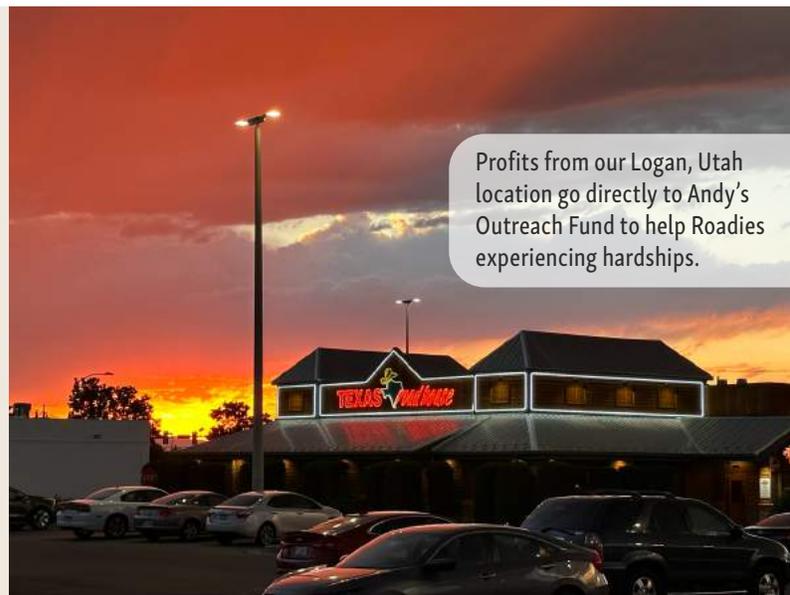
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helped 20,396 employees

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distributed over \$25.7 million

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Profits from our Logan, Utah location go directly to Andy's Outreach Fund to help Roadies experiencing hardships.



# TALENT ATTRACTION, RETENTION, AND DEVELOPMENT

Our Managing Partners are the center of our universe. Our ability to attract, retain, and develop employees is key to our success.

## ROADIE SPOTLIGHTS



“I’ve been with Texas Roadhouse 11 years and I love my job! If someone would have told me that I could walk in as a Server and become an owner... I would have never believed them.”

**Managing Partner, Keila Brock**



“I started my career with Texas Roadhouse as a Cold Prep. I realized I wanted to make this a career after just two weeks of working here. I saw what was possible and was inspired by the culture. I made it my goal to have my own store someday and here I am. I am so grateful I decided to stop by that hiring trailer 22 years ago. It changed my life and I am a Roadie for life.”

**Managing Partner, James Andros**

## DIVERSITY, EQUITY, & INCLUSION

### DE&I Advisory Council Mission Statement:

The mission of Texas Roadhouse's DE&I Advisory Council is to identify and recommend strategies, educational resources, and programs that align with our DE&I principals, values, and policies. Through these efforts, we affirm our commitment to welcoming employees of all walks of life to share their gifts, strengths, and voices and help the Company communicate the value of DE&I to all employees and guests, ensuring a Legendary Experience for All.





<b>Gender</b>	Male	57.26%
	Female	42.74%
<b>Ethnicity</b>	White	60.50%
	Hispanic/Latino	25.75%
	Black/African American	12.26%
	Asian	1.03%
	Native Hawaiian or Other Pacific Islander	0.32%
	Two or More	0.13%
	American Indian or Alaska Native	0.00%

\*Based on 2022 EEO-1 data previously submitted to the Equal Employment Opportunity Commission.

We believe that diversity, equity, and inclusion (DE&I) are vital parts of our culture and what truly makes us legendary. We value and welcome employees of all walks of life to share their gifts, strengths, and voices while working in our restaurants and the Support Center, as we strive to reflect the communities we are proud to serve. We treat everyone with respect, appreciation, and fairness everyday to ensure that we remain a legendary place to work.

Through support of these efforts, we have created a DE&I Advisory Council to truly move the needle on our DE&I initiatives and shape our DE&I program more holistically. Our Advisory Council is a cross-functional group of senior leaders throughout the Company, including three executives, two vice-presidents, and representing seven different departments. The Counsel's purpose is to establish the overall DE&I strategy and vision for the organization.

As a fundamental step, the Advisory Counsel has established the following five pillars under which all of our DE&I initiatives fall:

- **Roadie Recruitment** — initiatives focus on ensuring diverse talent is brought into the organization and act as a powerful magnet to attract top talent from all walks of life.
- **Roadie Retention** — initiatives focus on nurturing our employees' potential, fostering an environment where they can achieve their career aspirations, have their voices heard, and feel like they belong.
- **Guest Focus** — initiatives focus on developing a deep understanding of the communities we serve, which in turn will ultimately be reflected in our ability to create next-level lasting experiences that exceed their expectations.
- **Roadie Growth & Development** — initiatives focus on enhancing the skills and competencies of our employees from all backgrounds, so they can reach their full potential and have fair and equitable access to opportunities to advance their careers.
- **Owning It** — initiatives focus on holding ourselves accountable to our DE&I goals and strategy, ensuring transparency, and helping to make informed decisions to continuously drive positive change within our organization.

Our Advisory Counsel reports annually to the Board of Directors — either directly or through our Audit Committee.





### Women's Leadership Series

Over 550 managers and leaders from Texas Roadhouse and Bubba's 33 gathered for Women's Leadership Series 2023 (WLS) events in six cities across the country. The program started in 2007 to support women in their development and increase the number of women in management and leadership roles.



### The Gift of Feedback: Roadie Surveys

We believe feedback is a gift and listening is foundational to growth. In 2022, we surveyed our Roadies in operations to learn more about what was important to them and how we could remain an employer of choice. The learnings from the survey were used to create trainings, so we can continue to retain talented Roadies.

In 2023, we launched the Roadie Engagement Survey to listen to our Support Center Roadies. The survey conducted by Gallup was focused on finding our areas of strengths and opportunities to provide a best-in-class workplace experience. We are proud of the 90% response rate from our Roadies and the results, which validate our position as an industry leader in workplace culture.



### English as a Second Language Program

In 2023, we partnered with Rosetta Stone to offer an English as a second language (ESL) Program to Roadies who are recommended by their leaders to participate. The goal of the program is to assist our native Spanish speaking Roadies in increasing their English language fluency. The courses are self-directed and completed on-demand at the convenience of each learner.

The ESL Program was created based on feedback from managers in an effort to remove obstacles for Hispanic/Latino team members wanting to grow and develop. We are proud to have to have over 100 participants currently in the program.

# EMPLOYEE BENEFITS

At Texas Roadhouse, we have a fun culture with flexible work schedules, discounts in our restaurants, recognition, formal training, and affordable benefits. We offer one of the industry's most competitive total rewards packages, including medical, dental, and vision; tuition reimbursement; flexible spending accounts; an employee assistance program; and more. The tuition reimbursement program offers \$5,250 in annual reimbursement for classes at an accredited university to Support Center and restaurant employees who qualify for benefits and work 30 hours or more weekly.



## FLEXIBLE SCHEDULING

Get the hours you want with great earning potential in a high-volume restaurant.



## TUITION ASSISTANCE

Take courses or earn a degree at an accredited school or university with up to \$5,250 in annual reimbursement.



## RECOGNITION PROGRAM

Be celebrated for accomplishments or milestones through rewards and events.



## VOLUNTARY BENEFITS

Opt-in to accident, critical illness, hospital indemnity, short-term disability, and term-life insurance at group rates.



## HEALTHCARE

Choose a medical plan from a traditional PPO plan, a Health Reimbursement Account (HRA) plan, and a high-deductible plan with a Health Savings Account (HSA). Dental and vision insurance also offered.



## DINING DISCOUNT

Enjoy a 30% dining discount on legendary food.



## Roadie Development

We focus on Roadie development through a variety of in-person and virtual programs and classes we offer to restaurant employees, operators, and Support Center employees.

For our restaurant employees and operators, for example, in addition to countless hours of on-the-job training, we have bi-annual Market Partner meetings, annual training for our Managing Partners, Service Managers, and Kitchen Managers through MSUs, SMUs, and KMUs, respectively; formal training for newly hired or promoted Managing Partners; and formal training for our emerging leaders through Legendary Learning. In all, over 4,000 of our restaurant Roadies are receiving formal training every year.

As a part of our DE&I initiatives, we also have several programs designed to grow and develop women and people of color within our restaurants and Support Center, including our Women's Leadership Series, our Women's Food Service Forum programming, and our ESL (English as a Second Language) Program.

We also have a cross-functional ULEAD committee designed to provide programming, resources, and tools for employee development within the Support Center.

Finally, from a training perspective, we offer a number of regularly recurring training courses for our Roadies, including Code of Conduct Review, harassment-free workplace training, responsible alcohol service training, and OSHA training.





**STEVE ZERO**  
Roadie of the Year



## Employee Health and Safety

As a people-first company, we continue to keep employee health and safety our top priority. With trainings, policies, and programs dedicated to efforts such as OSHA training, slip-resistant footwear, hand washing, and active aggressor preparedness training, to name a few — we are focused on keeping our Roadies safe. We are proud to offer our Employee Assistance Program (EAP) to all benefits-eligible employees.

In the event of a crisis, we provide counselors on-site to help our Roadies navigate difficult times. Our Employee and Guest Safety Committee is a cross-functional team focused on minimizing the number and severity of guest and employee injuries and to promote safety throughout our restaurants. The committee reviews data, creates plans, and assesses the effectiveness of programs.





# EVERYONE IS A PARTNER

## From Managing Partners to Profit Sharing Partners, We're in This Together

### Ownership Mentality

The Managing Partner at each Texas Roadhouse lives and works in the community. They have an ownership mentality because a large part of their compensation is based on the success of the restaurant. One of our Managing Partners said it best, "Other companies teach you how to run a restaurant, but Texas Roadhouse teaches you how to own a restaurant."

We believe the ancillary benefit of this is that they are also incentivized to control waste and be good stewards of their resources, which is a key driver of our sustainability efforts. For example, having in-house Meat Cutters provides higher-quality steaks to our guests and helps to reduce millions of pounds of food waste each year.

### Listen, Learn, Grow

As partners, our Executive Team meets face-to-face with every operator during our Fall Tour. The annual "listening tour" gives our Managing Partners the opportunity to give direct feedback to leadership.

### Sharing the Love: Profit Sharing Program

From Kitchen Managers to Service Managers to Support Center employees to our Executive Team, we share the profits of our restaurants with employees at many levels. We grant stock to thousands of our employees every year. We are proud of our approach to compensation, as we believe having "skin in the game" keeps us committed to our mission of Legendary Food and Legendary Service every day.

Managing Partners and Market Partners are required, as a condition of employment, to sign a multi-year employment agreement. The annual compensation of our Managing Partners and Market Partners includes a base salary plus a percentage of the pre-tax income of the restaurant(s) they operate or supervise.



# TEXAS-SIZED RECOGNITION

A FEW OF OUR RECENT ACCOLADES

## 2023



## 2022



## 2021



## 2020

NAMED ONE OF THE TOP 10 BRANDS RESONATING WITH CONSUMERS AMID CORONA VIRUS BY INFLUENCER MARKETING

## 2019

RECOGNIZED BY NEWSWEEK AS ONE OF AMERICA'S BEST CUSTOMER SERVICE RESTAURANTS IN THE CASUAL DINING CATEGORY

## 2018



## 2017

RANKED #16 ON FORTUNE MAGAZINE'S BEST WORKPLACES FOR MILLENNIAL'S



# CORPORATE GOVERNANCE



We believe that strong corporate governance practices are important for the sustainability of our company and for driving long-term value for our shareholders, employees, guests, and communities in which we serve. Our Corporate Governance Guidelines can be found on our website at [investor.texasroadhouse.com](http://investor.texasroadhouse.com) and were most recently updated in February 2024.

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## Role of Our Board and Management

The Board's role is to enhance the long-term value of the company for its shareholders. The Board is elected annually by the shareholders to oversee management and to ensure that the long-term interests of the shareholders are being served. In order to fulfill this obligation, the Board is responsible for establishing broad corporate policies, setting strategic direction, and overseeing the management of the company. As discussed in our current Proxy Statement, our Board seeks diverse candidates, taking into account diversity in all respects (including gender, race, age, board service, background, education, skill set, and financial acumen, along with knowledge and experience in areas that are relevant to the company's business), when evaluating potential nominees. Of our nine directors, three are female and one is African American. All our directors have a diverse background, education, knowledge, and experience that are relevant to our business. To learn more about our Board and its Committees, visit [investor.texasroadhouse.com](http://investor.texasroadhouse.com).

## Risk Oversight

In addition to the broad responsibilities described above, the Board is responsible for overseeing our risk management strategies, including the Company's implementation of appropriate processes to administer day-to-day risk management. The Board executes its oversight responsibility directly and through its committees and is informed about risk management matters as part of its role in the general oversight and approval of corporate matters. The Board gives clear guidance to the Company's management on the risks it believes face the Company, such as the matters

disclosed as risk factors in the Company's Annual Report on Form 10-K. Furthermore, the Board has delegated certain risk management responsibilities to its Audit Committee and Compensation Committee. As part of this delegation, our Audit Committee oversees our risk assessment and risk management policies, which includes regularly and comprehensively reviewing specific risk matters, including a rotational review of the risks relating to specific departments of the Company, and are routinely being advised of strategic, operational, financial, legal, data privacy, corporate sustainability, responsible alcohol service, and cyber security risks both during and outside of regularly scheduled meetings.

Additionally, as part of our enterprise risk management process and under the Audit Committee's risk oversight, we have formed a series of subject matter risk committees that are comprised of cross-functional leaders within the Company that specialize in specific areas. These subject matter risk committees involve business relating to business continuity/crisis management, food safety, responsible alcohol service, employment compliance, information governance (including data privacy compliance), vendor management, employee and guest safety, Americans with Disability Act (ADA), and corporate sustainability. These subject matter risk committees regularly meet and report their activities to our enterprise risk management team and each of the subject matter risk committees and the enterprise risk management teams periodically report to the Audit Committee.



## Ethics and Compliance

The Board has approved and adopted a Code of Conduct that applies to all directors, officers, and employees. We are committed to our core values of Passion, Partnership, Integrity and Fun... All with Purpose! The Code of Conduct is our guide as we apply these core values in our treatment of our fellow employees and how we run our business. Our Code of Conduct also encompasses our principles and practices relating to the ethical conduct of the Company's business and commitment to complying with all laws affecting the Company's business. In addition to following the laws and regulations of all federal, state, and local jurisdictions, we expect our Board, executive officers, and employees to adhere to the Company's Code of Conduct, policies, and procedures.

We encourage our employees to report any concern or potential violation of the Code, policies, and procedures. The Code of Conduct establishes three separate ways in which any person may submit confidential and anonymous reports of suspected or actual violations of the Code of Conduct. The Company's Ethics Hotline is accessible 24 hours a day, 7 days a week and is maintained by a third-party, so the reporting person can be anonymous unless they choose to identify themselves. All reports and investigations will be handled with discretion, and we will make every effort to keep our investigations as confidential as possible. We do not retaliate against any person who raises questions, reports concerns, or who participates in an investigation related to the Code of Conduct.

## Shareholder and Vendor Engagement

In 2023, the Texas Roadhouse Investor Relations team hosted over 180 one-on-one conference calls with current shareholders, potential shareholders, and sell-side analysts. In addition, a member of the Investor Relations team along with one or more members of the Executive team participated in over 100 face-to-face meetings at various investor conferences as well as an additional five virtual fireside chats hosted by a sell-side analyst with 10 to 40 investment professionals listening. We also hosted multiple investor groups at our

Support Center for meetings with top management and in most cases a meal at one of our restaurants. Finally, senior members of the Texas Roadhouse Leadership team engaged with approximately 30 stewardship teams and vendor partners to discuss a variety of corporate sustainability topics.

## Information Security and Data Privacy

Texas Roadhouse receives and maintains certain sensitive information from our guests, employees, partners, and from business operations. The use and handling, including security, of this information is regulated by evolving and increasingly demanding data privacy laws and regulations in various jurisdictions, as well as by certain third-party contracts, frameworks, and industry standards, such as the Payment Card Industry Data Security Standard ("PCI-DSS"). To protect this information, we have created and implemented a detailed set of Information Security Policies and Procedures that are informed by recognized national and international standards. The company's Head of Information Security leads the Company's cyber security efforts under the direct oversight of our Chief Technology Officer.

Under the guidance of the Information Governance Steering Committee, a cross-functional team is focused on performing assessments to identify areas of concern and implement appropriate changes to enhance its cyber security and privacy policies and procedures. Updates on cyber security and privacy risk are provided to the Audit Committee at appropriate intervals. In addition, communications and trainings are shared throughout the Company each year. Both internal and third-party auditing are performed frequently to verify our controls are effective.





# CONSERVATION

WHEN IT COMES TO CONSERVATION, WE CONSIDER ALL POSITIVE CHANGES, BOTH BIG AND SMALL, TO BE VALUABLE. WE ARE PROUD OF THE EFFORTS DESCRIBED THROUGHOUT THIS SECTION AND KNOW WE HAVE EVEN MORE OPPORTUNITIES DOWN THE ROAD ON OUR JOURNEY TO MAKE EVERY COMMUNITY BETTER THAN WE FOUND IT. PRESERVING RESOURCES.

- Preserving Resources
- Why It Pays to 'Bee' Kind
- Save Lives With Safe Water
- Green Initiatives at Our Support Center



# PRESERVING RESOURCES

We actively pursue partnerships and opportunities that help our locations conserve resources, reduce waste, and have a positive impact on our environment.

## Planting it Forward

As of November 1, 2022, a long-term partnership with the Arbor Day Foundation was signed to support the communities we serve and contribute to the Arbor Day Foundation's ambitious goal of planting 500 million trees in the next five years. Texas Roadhouse will donate \$50,000 each year through 2027.



During 2023, we hosted projects in cities across the country with Texas Roadhouse locations stepping up to make a difference in their local communities through hosting tree distribution events. As part of introducing Bubba's 33 to new communities, we gave away 33 one-gallon trees to local residents in Brownsville, TX; Chesapeake, VA; and Las Cruces, NM. In addition, Support Center Roadies received a free tree to plant at their home in memory of our late Founder at our annual Founder's Day celebration. Local tree distributions:

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**IMPACT OF 1,139 TREES OVER 40 YEARS**

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**480 METRIC TONS OF CO<sub>2</sub> SEQUESTERED**

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**904,101 GALLONS AVOIDED WATER RUNOFF**

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**1.45 TONS OF AIR POLLUTANTS REMOVED**

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## WHY IT PAYS TO 'BEE' KIND

Starting in 2019, to further our commitment of supporting the bee population, we began partnering with the Bee Conservancy, a 501c3 non-profit that works to bolster bee populations by placing honey and solitary bees in 'bee sanctuaries' across the U.S. As part of our partnership, we will place hives in communities across the country to educate the community and inspire others to get involved.

To help inform people (especially our kids) about struggling bee populations and the importance of bees to agriculture, our Louisville Support Center partnered with the Oldham County Beekeepers Association to install four beehives behind our offices, plus two more hives and one observation hive in the community.

In 2023, we partnered with the Bee Conservancy to offer six scholarships for eCornell's Master Beekeeping Certificate program. These scholarships were awarded to mid-level beekeepers with a minimum of three years of beekeeping experience whose work with bees advances environmental stewardship, community resilience, and/or food justice.





## SAVE LIVES WITH SAFE WATER

We are proud to partner with WaterStep to fund WaterBalls, which help women and children in developing countries gather water for their families. Instead of carrying limited quantities of water on top of their heads, the WaterBalls are a safer and more efficient solution.

In addition, we have partnered with WaterStep to purchase a WOW (Water on Wheels) Cart. The WOW Cart was developed in collaboration with the EPA Office of Research and Development, Homeland Security Research Program. The cart is a mini-water treatment plant on wheels and is capable of producing up to 10,000 gallons of safe water each day to be used for drinking, cooking, and cleaning. The WOW Cart helps Texas Roadhouse be resilient when responding to natural disasters that affect it and its communities.

WaterStep 



# GREEN INITIATIVES AT OUR SUPPORT CENTER



During our Support Center building remodel, environmental and social factors were at the forefront of our planning and execution. As a result, we took the following steps:

 Converted all interior lighting to LED

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 Converted parking lot lighting to LED

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 Converted lighting to motion sensor-controlled lighting

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 Added several electric vehicle charging stations

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 Added touchless, low-flow faucets in the restrooms

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 Put in a new HVAC building management system with unoccupied setting to reduce energy usage

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 Converted to recycled paper towels in the restrooms

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 Added water bottle filling stations on every floor

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 Installed handicap accessible doors to the entry of the building

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 Added designated parking for veterans and mothers-to-be, in addition to ADA accessible parking

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 Added two new gender-neutral restrooms

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 Added three new nursing mothers' rooms

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# OUR EXPECTATION FOR CONSERVATION

When it comes to conservation, we consider all positive changes, both big and small, to be valuable. We are proud of the efforts described throughout this section and know we have even more opportunities down the road on our journey to make every community better than we found it.

## Scope 1 and Scope 2 Emissions

We have partnered with an energy management firm to calculate our greenhouse gas emissions at our stores. The Scope 1 and Scope 2 emissions are generated based on the natural gas, propane, and electricity we use to operate. Our plan is to determine a baseline based off the data, take a deeper dive into our buildings and equipment, and potentially find ways to reduce our energy usage in the future. Our Scope 1 and 2 emissions are calculated in accordance with the WRI/WBCSD Greenhouse Gas (GHG) Corporate Accounting and Reporting Protocol.

Sum of CO <sub>2</sub> Emissions (mtons CO <sub>2</sub> e)	2022	2023
<b>Scope 1</b>		
Natural gas	97,589	102,994
Propane	682	714
<b>Scope 2</b>		
Electric power	170,096	165,523
<b>Grand total</b>	<b>268,367</b>	<b>269,231</b>
<b>Site count &amp; revenue</b>		
Total site count	599	638
Revenue (in millions)	\$4,015	\$4,632
<b>Total Scope 1 and 2</b>		
Total Scope 1 and 2 per site	448	422
Total Scope 1 and 2 per \$1M in revenue	66.84	58.12

\*This chart includes data for our company-owned Texas Roadhouse, Bubba's 33, and Jagers restaurants, as well as our Support Center.





## Responsible Use of Energy

We are committed to reducing our energy consumption from high-efficiency kitchen equipment to internal LED lights. All of our new store openings are using Energy Star (E.S.) or Air Conditioning, Heating & Refrigeration Institution (AHRI) certified equipment. Having energy efficient equipment in our stores further reduces our carbon footprint by saving on electricity, gas, and water usage. We have converted hundreds of stores to LED and we continue to open all of our new stores with LED. The average LED lasts 30,000 operating hours to 100,000 operating hours or more. With a longer operational life, LEDs can reduce labor costs of replacing bulbs in commercial situations, achieving a lower maintenance lighting system. LEDs are extremely energy efficient and consume up to 90% less power than incandescent bulbs and about 50% less electricity than traditional fluorescent and halogen options. In addition, LEDs do not have the environmental issues common to traditional lighting solutions like fluorescent or mercury vapor lights.



## Shine On

We have solar panels in two of our Arizona stores. These two systems combined will generate about 500 kWh to our stores. We are continuing to evaluate solar panels at our stores.



## Revvng Up for the Future

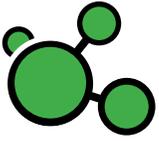
In 2022, one of our new store builds included five total EV chargers for guests to use. We have added charging stations for electric cars at our Support Center. We provide free charges to our guests and employees in an effort to encourage more adaptation to electric vehicles.



## Turn Down for Watt

Many of our restaurants have smart thermostats, which enables them to manage their HVAC from their phone or computer. This allows them to control energy use and temperatures to help optimize HVAC performance. In addition, we have many stores with kitchen equipment controllers, which keeps equipment from running overnight. Our Bubba's 33 restaurants are being designed with tankless water heaters. All of these energy monitoring programs further reduce our energy usage. We are continuing to explore other ways to manage our energy usage.

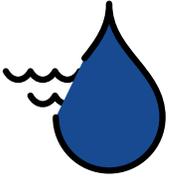




### **PFAS Free**

We are proud to announce that all our packaging and smallwares are either PFAS free or have no known PFAS.

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### **We're Saving Water**

All new stores open with touchless faucets and many existing stores are making the switch. In addition, we have three stores with waterless urinals as well. We will continue to focus on opportunities to reduce our water usage.

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### **Waste Not. Want Not.**

Less food waste is a great byproduct of our made-from-scratch model because we can make use of excess product. For example, we utilize Meat Cutters in each restaurant to hand-cut our steaks. After they cut our legendary steaks, we can use the steak trimmings in other products, such as chili grind and kabobs, rather than wasting that product. Any excess trimmings are converted to render fat for our grills. Another example is our bacon bits. We make our own bacon bits in-house, which are used as a topping for salads, potatoes, and to add flavor to our green beans.

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### **Less Foam in Your Home**

Sustainable packaging is at the forefront of our To-Go business. In 2023, we introduced molded fiber as an alternative to foam. We are completely foam-free in over 40 stores and we are working on adding stores next year. We also use paper products in many areas to avoid the use of foam and plastics. Our paper bags are made of recycled material and are recyclable as well.

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### **Building a Sustainable Future**

Our “green store” is setting the standard for the future as we strive to test and measure the effectiveness of sustainable equipment and materials. We have procured many components specifically for our “green store” and all new stores are being built “better” with every chance we get. Some more prevalent examples are LED lighting, tankless water heaters, energy efficient HVAC units, Energy Star kitchen equipment, and our Direct Connect fresh and used cooking oil systems.

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### **Sustainable Shiftwear Success**

In 2023, over 180,000 sustainable uniform items were purchased, which helped keep nearly 5.5 million 20oz plastic bottles out of landfills and oceans.



## Frequent Fryer Program

All our stores recycle their used cooking oil. With a Direct Connect system, used oil is automatically sent to a storage container for pickup. This reduces contamination and employee risk. We are also testing an automated fresh oil system that allows for more efficient filtration. A tank at each store is filled with fresh oil each week and then a piping system delivers the oil from the tank to the fry station automatically. So, it's a two-part sustainability system — less oil consumption and zero plastic cartons going into landfills.



Used Cooking Oil Recycled: 483,806 gallons (or 3,555,975 pounds)	
Environmental Impact	
Tons Diverted from Landfill	3,900
Trees Planted	599,957
Cars Removed from Road for a Year	681
Offset Emissions Data	
Particulate Matter	2,419
Aromatic Hydrocarbons	2,709
Carbon Monoxide (CO)	26,900
Sulfur Dioxide (SO <sub>2</sub> )	2,129
Carbon Dioxide (CO <sub>2</sub> )	7,803,793

Source: Mahoney Environmental Services



## Reduce. Reuse. Recycle.

From materials recycling to organics recycling, we're actively working to reduce our carbon footprint. Our focus on organics recycling is increasing and in 2023, the number of stores participating has nearly doubled. While we continue to focus on all types of recycling, we saw a drop in the number of stores participating in recycling programs from 65% to 61% in 2023. We did however divert a larger percentage of waste from landfills from 15.7% to 16.1% in 2023 equaling over 18K tons. The result of this activity equates to saving over 277K trees.

Source: Waste Management





*Bubba's 33*

**JAGGERS**



**CORPORATE  
SUSTAINABILITY**

FOOD • COMMUNITY • EMPLOYEES • CONSERVATION