



*Making People
Feel Special*



**SUSTAINABILITY
REPORT 2022**

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A MESSAGE FROM OUR CEO

I am honored to serve as Brinker International's new President and CEO, and President of Chili's Grill & Bar.



Throughout my career, I have always valued servant leadership and worked to be a servant leader. When I think about how I can best help our stakeholders – Team Members, Guests, shareholders and communities – I get excited. And when I think about Brinker's passion – making people feel special – I think about how we can all win together by listening to our stakeholders' needs and leading with positive solutions. That's what we've continued to do on our ESG journey and through our commitment to Passionate People, Great Food, Better World and Responsible Governance.

When we talk about our **Passionate People**, we know that passion thrives because of our culture of inclusion where we create a sense of belonging and everyone feels valued. We are a team that takes care of each other like family. We're committed to helping each other succeed and wowing our Guests. We champion diversity, equity and inclusion (DE&I) and stand up for what matters, including being a united front against all forms of racism, educating ourselves and promoting racial equality. We have structured programs to help us develop, retain and promote diverse talent. We also provide training and opportunities that can help entry-level hourly Team Members from all backgrounds move into management and even executive roles. In fact, many of our Managers and senior leadership started as hourly Team Members.

We also give back to our communities as a team through national partnerships with St. Jude Children's Research Hospital® and Make-a-Wish® Foundation and local nonprofits like Bonton Farms. We are in our 20th year of partnering with St. Jude Children's Research Hospital, and this year we hope to reach \$100 million raised during our partnership!

When it comes to **Great Food**, we're all about making our Guests feel special through food perfection and menu innovation. That means serving quality food and drinks and prioritizing food safety in our recipes, Heart of the House and supply chain. We're known for our value-oriented menus with shareable portions and fresh, natural ingredients.

To create a **Better World**, we're working to reduce our environmental footprint by focusing on more sustainable and efficient energy use. We have engaged an energy management consultant to help us create a plan to reduce our carbon emissions. We hope to innovate and identify more opportunities to reduce our environmental footprint.

On the **Responsible Governance** side, we show our commitment to having a diverse, engaged and experienced Board of Directors. In January 2022, we appointed one new Board member, who is an accomplished executive and adds valuable perspective for our company along with gender and racial diversity. We also strengthened our cybersecurity by improving protections for our technology systems and our Guest and Team Member information.

"We are looking for ways to improve - not just by creating memorable experiences for our Guests, but also by being more responsible in our restaurant operations."

I am honored to bring Brinker's passion of making people feel special to life every day through environmental, social and governance initiatives. Our Team Members will continue to work together now to create a better world later. I couldn't be more excited to build on the legacy that has brought us this far.

With appreciation,

KEVIN HOCHMAN
President and Chief Executive Officer



WHO WE ARE AND WHAT WE DO

Brinker International, Inc. (Brinker) is one of the world's leading casual dining restaurant companies.

Founded by Norman Brinker in Dallas, Texas, we've ventured far from home, but stayed true to our roots. Brinker owns, operates or franchises more than 1,600 restaurants in 29 countries and two territories under the names Chili's® Grill & Bar and Maggiano's Little Italy®.

We also operate two virtual brands in our restaurants: It's Just Wings® and Maggiano's Italian Classics.

OUR PASSION: MAKING PEOPLE FEEL SPECIAL

While our menus, restaurants and hairstyles have changed through the years, our passion has not. Making people feel special is what gets us up every day and makes us proud of our history, our present and our future. We're united in serving our Guests with pride, supporting our Team Members, connecting with our communities and working toward a better world.



As of the end of FY22:

62,025

Brinker Team Members

1,650

restaurants owned or franchised

29

countries and two territories



Chili's Grill & Bar (Chili's) first opened its doors on the corner of Greenville Avenue and Meadow Road in Dallas back in 1975. It was a one-of-a-kind place that pioneered our unique and fun restaurant experience. Guests were sold on the bold flavors, quality ingredients and Texas-sized portions. But what really stuck out most was the "come as you are" atmosphere and energetic Team Members that made Guests feel right at home. It's a relaxed and welcoming spirit you'll still find in our restaurants to this day.

1,136
restaurants owned

460
franchised worldwide

Maggiano's Little Italy (Maggiano's) has brought people together to celebrate the love of family and friends ever since the first location opened in Chicago, Illinois, on the corner of Clark Street and Grand Avenue in 1991. Maggiano's specializes in Italian-American Cuisine served in a warm and friendly atmosphere. Maggiano's is a place where weddings, birthdays and anniversaries are celebrated – a place where every Guest feels comfortable enough to laugh out loud, reminisce and indulge.

52

restaurants owned

2

franchised worldwide



We use our brick and mortar locations to sell It's Just Wings and Maggiano's Italian Classics. This allows us to bring delicious wings and Italian American fare for takeout and delivery to Guests throughout the country in a more environmentally efficient way.



HIGHLIGHTS FROM THE YEAR

About Our Report

We're proud to publish our second annual sustainability report, showing a commitment to environmental, social and governance (ESG) issues and reporting.

The report reflects our activities and quantitative company data for the 2022 fiscal year (FY22) from July 1, 2021, through June 29, 2022, unless noted otherwise. Some numbers reported may be approximations or estimates and may need to be updated as access to and quality of data improves.

We maintain high restaurant-operating standards for our franchisees; however, our franchisees' programs and operations are not included in this report because they are independent businesses. As such, we do not generally control their ESG programs, including matters such as employment programs or energy usage.

We have included information in line with certain Sustainability Accounting Standards Board (SASB) disclosure topics and accounting metrics for Brinker operations in our SASB Index pages.

FY22 SUSTAINABILITY REPORT HIGHLIGHTS

Energy management consultant engaged to assist with
CARBON REDUCTION
goal setting and planning

INDEPENDENT DIRECTOR
added to our board, who contributes to overall board diversity

Increased average pay for hourly Team Members to
\$18.25
per hour including tips

Increased diverse representation at the restaurant operations leadership level to
38%

Approximately
18%
waste diverted from landfill

100%
Recall Compliance Award from Instant Recall

6,497
restaurant food safety audits conducted in FY22, including franchise restaurants

Provided professional development for
1,594
Team Members through our EMERGE, RISE and LEAD programs

Improved
CYBERSECURITY
with investments in new security tools/applications

Corporate
DIVERSITYFIRST™ LEADERSHIP
Award winner

Raised
\$8 MILLION
for St. Jude Children's Research Hospital

More than
95%
of chicken raised with no antibiotics important to human medicine



OUR SUSTAINABILITY STRATEGY

Sustainability Strategy

Our Chili's and Maggiano's brands have been iconic for decades. Building sustainable value for our stakeholders has always been a key part of our business strategy.

Our ability to sustainably deliver profits to shareholders is built on a foundation of investing in and caring for all our Team Members, safely serving great quality food to our Guests and acting responsibly in all that we do.

In FY22, we worked to make progress on initiatives under our sustainability strategy, which covers the ESG issues most relevant and impactful to our business and stakeholders. This strategy guides our ESG efforts and initiatives with a goal of providing long-term shareholder value through sustainable business performance.

ESG Initiatives

We know that ESG topics of interest change over time. That's why we are continually evaluating to ensure the initiatives within our sustainability strategy are focused on the ESG opportunities that matter most to our stakeholders. These cover a diverse range of topics, including training opportunities for Team Members and local communities as well as charitable giving and Board representation.

Our sustainability strategy has four key pillars that act as a framework for supporting initiatives:

PASSIONATE PEOPLE

- Diversity, Equity and Inclusion
- Wellbeing and Benefits
- Development and Retention
- Community Engagement

GREAT FOOD

- Food Safety
- Quality and Sustainably Sourced Ingredients
- Nutrition and Health
- Animal Welfare

BETTER WORLD

- Climate and Energy Management
- Water Management
- Waste Management
- Sustainable Packaging

RESPONSIBLE GOVERNANCE

- Board Quality and Diversity
- Ethics and Compliance
- Compensation Practices
- Risk Management

















OUR FOCUS AREAS AND GOALS

To inform our sustainability goals, we have identified key areas in our sustainability framework that have high impact on our business or are of significant interest to our largest groups of stakeholders.

These focus areas are the highest ESG priorities for Brinker and inform a series of aspirational, forward-looking goals. While our goals are not guarantees of future results, we are proud to share what we are aiming for and our progress in these areas.



	Goal	Progress
 Diversity, Equity and Inclusion	Increase diverse representation at the restaurant operations leadership level to 40% by FY25	 On track 38% diverse representation at the restaurant operations leadership level
	Increase female representation at the restaurant operations leadership level to 45% by FY25	 On track 40% female representation at the restaurant operations leadership level
 Wellbeing and Benefits	Increase average hourly Team Member earnings, including tips, to \$18.00 per hour by FY23	 Achieved Average hourly Team Member earnings, including tips, bonuses and sick pay, of \$18.25 in FY22
	Increase Chili's General Manager total earnings to \$100,000 on average by FY25	 On track Chili's General Managers earned more than \$87,000 in salary and bonuses on average
 Development and Retention	Reduce Chili's Manager turnover to 24% and Maggiano's Manager turnover to 28% in FY22	 Below target In FY22, Chili's Manager turnover was 30% and Maggiano's Manager turnover was 28.3%. See Development and Retention for more information.
	New Goal: Reduce Chili's Manager turnover to 28% and Maggiano's Manager turnover to 28%	
	Promote at least 80% of Chili's Managers and 90% of Chili's General Managers from internal candidates in FY22	 Below target In FY22, 45% of Chili's Managers and 88% of Chili's General Managers were promoted from internal candidates. See Development and Retention for more information.
 Climate Change Management	New Goal: Promote at least 88% of Chili's General Managers from internal candidates	
	Continue monitoring, measuring and reporting carbon emissions while developing a longer-term emissions-reduction plan	 On track Engaged an energy management consultant in FY22 to help create an emissions-reduction plan
 Board Quality and Diversity	Further build diversity of gender, ethnicity and background by increasing female and ethnically diverse representation to 60% of Board members by FY24	 On track Board diversity increased to 56% in FY22
 Animal Welfare	Directly source 25% of liquid and shell eggs for company-owned restaurants from cage-free sources in 2023, 50% in 2024 and 100% in 2025	 On track Directly sourced approximately 10% of liquid and shell eggs for company-owned restaurants from cage-free sources in FY22

PASSIONATE PEOPLE

At our restaurants, our Guests come for the food and stay for the fun. That's all because of the magical mix of people who make our restaurants – and everyone in them – feel special.

From the Chefs and Cooks in our kitchens to the Servers welcoming Guests at our tables and the General Managers guiding their teams, we're a passionate bunch united by a love of food and kindness for others.

Who we are and what we do is deeply rooted in this kindness. We look out for our Team Members, who mean so much to us, and work to support them every step of the way on their unique journeys. At the same time, we're committed to investing in our communities and the world around us.

We're proud to be a close-knit family of thousands of unique and talented people. And as a diverse and global family, we champion DE&I inside and outside every restaurant where we create and feel a sense of belonging. We're bolder together – and together, we can do great things to create a positive, better world.

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- 18 Career Success Stories
- 20 Community Engagement



DIVERSITY, EQUITY AND INCLUSION

Since first opening our restaurant doors, we've welcomed Team Members and Guests with our culture of inclusion. Our DE&I work is a fundamental part of this culture.

Our Culture of Inclusion

Our Team Members and Guests are diverse in gender, race, ethnicity, sexual orientation, disability, religion, age, cultural background and life experience. We invite everyone to the table, celebrating differences as qualities that make us stronger. It's what makes our restaurants welcoming and vibrant places where Team Members love to work and Guests love to dine.

When we see the smiles around our tables, we know it's a job well done. But we know there's always more to do, so we're working harder than ever to be a diverse, equitable and inclusive business for everyone. Through our range of initiatives under our strategic DE&I pillars of Workforce, Workplace and Community, we foster authentic connections, belonging and respect. Together, we're strengthening the foundation of our culture of inclusion, further improving teamwork and cultivating a great workplace for all.

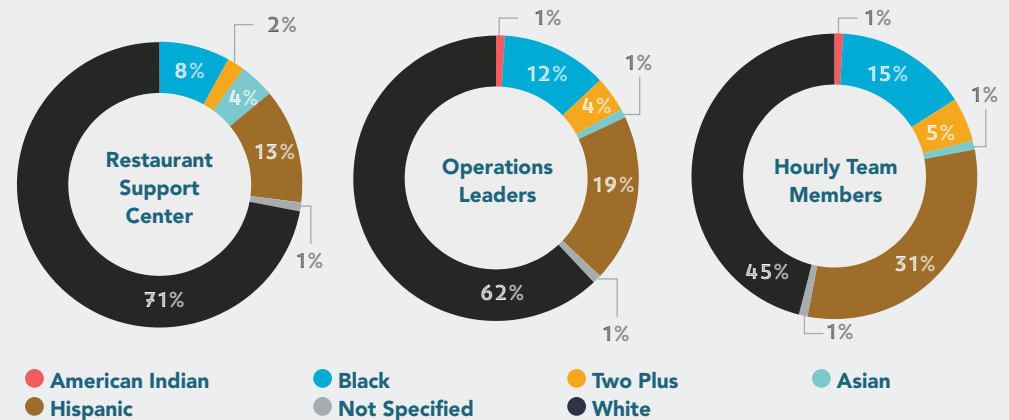
CORPORATE DIVERSITYFIRST™ LEADERSHIP AWARD WINNER – RECOGNIZING OUR ADVOCACY FOR DE&I



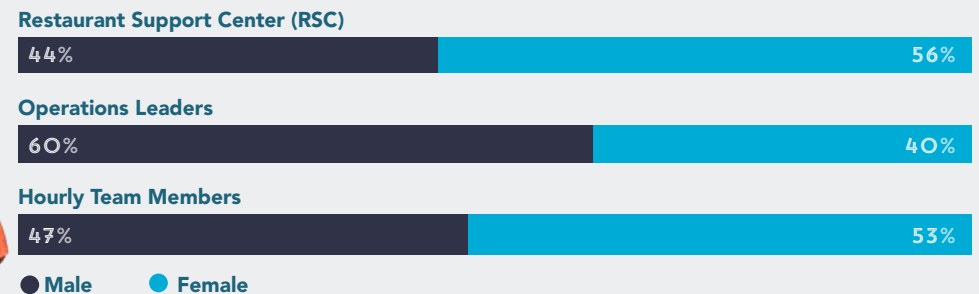
DIVERSITY AT BRINKER IN FY22

We are committed to breaking down barriers so we can achieve more racial and gender representation at all levels. We are proud to report that diversity among operations leaders increased from 35 percent last year to 38 percent in FY22.

Race Representation %



Gender Split %



DIVERSITY, EQUITY AND INCLUSION

CONTINUED

DE&I IN ACTION

WORKFORCE

We strive to create and maintain a diverse workforce, through recruiting strategies and an increased focus on identifying, developing and retaining talent from underrepresented groups. We recognize there is still work to do building more diverse leadership at Brinker. We're passionate about creating pathways to leadership for underrepresented groups and female talent through career-development programs and through delivering resources.



Leaders Leading Through Diversity

Leaders Leading Through Diversity is a program created to retain, train and support diverse leaders looking to progress to upper management. We do this by empowering individuals to reach their full potential through connection, development and education.

The program sees Operators join in leading the brand to encourage inclusiveness, mitigate hurdles to success and foster diverse viewpoints. It follows four tracks:

- **Track one – Leadership:** Participants develop skills and partner with one another to build a community of support
- **Track two – Wellbeing:** Participants focus on self-guided learning and engage with their leader to share perspectives
- **Track three – Drive for results:** Participants strengthen the skills needed to enhance people and business results
- **Track four – Drive for growth:** Participants hone their skills and select an hourly Team Member to mentor, expanding the community of support

Approximately 200 Team Members participated in the program in FY22. This program helps participants improve their restaurant's performance and has helped to retain and promote diverse leaders.

Women's Foodservice Forum

Brinker partners with the [WFF](#) on leadership development, role modeling and strategic networking opportunities for women. This year, Brinker enrolled 72 Team Members from the RSC, Chili's and Maggiano's to participate in the 2022 WFF Leadership Conference Experience: *Connection, Growth and Inspiration – Be Limitless.*

Women Taking the Lead

Brinker began the Women Taking the Lead program in 2006 to tackle the leadership gender gap, which is prevalent throughout the hospitality industry. The program provides facilitated experiences, mentoring and more for emerging female leaders. It is open to Managers, General Managers, Directors of Operations and RSC Team Members. We are proud of the high retention rate of those that participated in the program during FY22.

Women Taking the Lead participants

	Participants in FY22	Retention Rate*	Promotion Rate*
Chili's Operators	300	96%	8%
Maggiano's Operators	11	100%	9%
Restaurant Support Center	53	92%	4%

*Retention Rate measures the percentage of FY22 participants still employed at the end of FY22. Promotion Rate measures the percentage of FY22 participants promoted during or since FY22.

To continue attendees' journeys of growth and accountability, we established monthly one-hour virtual connection opportunities. At these #Limitless Conversation & Support Group meetings, Team Members shared their wins, challenges, opportunities and development content with the group. The meetings created spaces for holding each other accountable, encouraging one another in challenging times and continuing to level up together.

Executive Cohort

The Executive Cohort is a Maggiano's development program for high-potential Team Members from diverse backgrounds. Through this program, participants make connections and receive coaching, education and individual mentoring from executive-level leaders.

DIVERSITY, EQUITY AND INCLUSION

CONTINUED

DE&I IN ACTION

WORKPLACE

We are committed to pay equity among Team Members and strive to create a workplace environment which brings people of different experiences and backgrounds together and encourages diversity to produce better business results. It is important that we provide a workplace where everyone can succeed. That's why all Team Members must acknowledge they have read, understand and will follow our Anti-Harassment and Inclusion Policy.



Creating Brave Spaces Through Our Communities of Interest

Our Communities of Interest (CoI) groups began at the RSC in 2020. In August 2021, we expanded all our CoI groups to our operations leaders, including Certified Shift Leaders (CSLs) and above. Additionally, we made three CoI groups – Conquering Change, LGBTQ+ and Allies, and Shades of Brinker – available to hourly Team Members. Moving forward, we will continue to roll out more groups to our hourly Team Members.

We are transforming these groups from safe spaces to brave spaces where Team Members are encouraged to share stories, bring their whole authentic selves and join conversations ... even the uncomfortable ones. This enables Team Members to be seen, heard, valued and connected to others. We acknowledge that everyone has biases (whether identified or not); in these spaces, we can challenge those preconceptions and create a more inclusive culture.



Conquering Change supports Team Members experiencing changes – from marriage or divorce to transitioning from the military or restaurant operations to a corporation.



LGBTQ+ and Allies brings together Team Members who identify as members or allies of the LGBTQ+ community.



Shades of Brinker aims to create an inclusive environment for all the shades of diverse Team Members represented at Brinker.



Working Parents provides space for new and seasoned parents to share experiences, help solve work/life problems and relieve stress.



Young Professionals helps create an inclusive environment for young professionals, regardless of age.

Culture of Inclusion Events

Our Culture of Inclusion Series takes recognized months of diversity celebration as moments to start conversations on topics that matter.

- **Black History Month:** Held a conversation and provided resources on the importance of promoting health and closing gaps in accessing wellness support in Black communities
- **Women's History Month:** Encouraged female Team Members and male allies to share behaviors that addressed the 2022 theme: break the bias. Additional coaching strategies covered education around microaggressions and shared accountability for inclusion

"In 1997, I was hired at Chili's, and on day one, I was shown how Brinker valued diversity in people and thought, and supported me being me. This belief shaped my life in being able to show up as my authentic self and be proud!"

Amanda McKinney, Director of Operations

DIVERSITY, EQUITY AND INCLUSION CONTINUED

- **Hispanic Heritage Month:** Café con Leche and Brinker roundtable discussions were hosted for Spanish-speaking Team Members to highlight resources and benefits available to them
- **Asian American and Pacific Islander (AAPI) Heritage Month:** Addressed concerns regarding heightened hate crimes against the AAPI community, focusing on building awareness and understanding
- **Pride Month:** Provided space for Team Members to connect, learn, listen and engage on their experiences as members and allies of the LGBTQ+ community

"AAPI month is a great opportunity to bring awareness of the contributions and influence the AAPI community has had on the country. It also creates an opportunity to drive connection and highlight the similarities we all share."

**Maripaz "Paz" Romero, Sr. Director
Brand Strategy and Marketing**

DE&I Training

All CSLs are required to complete three eLearning modules to understand, manage and defeat unconscious biases as part of prescribed Learning Paths. To put learnings into real-life contexts, the training takes a deep dive into restaurant-scenario-based simulations.

New Chili's operations leaders also receive in-person training to reinforce inclusive behaviors and identify biases.

Virtual Training Programs

With the introduction of virtual training programs, we gained another platform to reinforce our position on racial justice. These programs also provide the opportunity to share our DE&I programs, including our Cols.

Virtual First Day Orientation Webinars

All newly hired Team Members attend a 1.5-hour orientation webinar. The webinar is offered in English and Spanish, and a closed-caption recording is available for hearing-impaired Team Members.

During the webinar, live facilitators review our commitment to DE&I and racial justice. Our Col offerings are shared with every new Team Member, with a QR code provided so they can easily join online sessions.

Since its launch in March 2022, over 20,000 new Team Members have attended the Virtual First Day webinar.

CSL/MID First Day Webinars

All newly hired or promoted CSLs and/or Managers in Development are expected to attend a four-hour orientation webinar that covers, among other topics:

- Equal employment
- Anti-harassment
- Communities of Interest

NEW TEAM MEMBERS SCORE OUR VIRTUAL FIRST DAY WEBINAR 4.7 OUT OF 5 STARS FOR CREATING A SENSE OF BELONGING

"My intention for being a lead in Conquering Change is to be able to help support and guide Team Members from across the brand through any challenges or life changes they may be facing. By sharing some of my stories and experiences I hope to inspire and uplift. I lead with empathy and love helping others, so this is a perfect opportunity for me to make an impact."

**Margaret Chaves, Communities of Interest
Lead, General Manager at Chili's Willowbrook**



DIVERSITY, EQUITY AND INCLUSION CONTINUED

DE&I IN ACTION

COMMUNITY

We strive to represent the communities we serve by sustaining a diverse workforce.

We develop cultural intelligence through authentic connections and external alliances within the community.

GROW Workforce Development Program

We're partnering with local community nonprofits Bonton Farms and Café Momentum to deliver workforce development among diverse communities and to support GROW Workforce Development Program Interns. GROW Interns are trained and developed by our Brinker RSC Team Members in Culinary, Learning and Development for eight weeks. During this time, DE&I Champions also act as mentors for interns. Upon completion, interns will be ready to enter the workforce and are welcome to join the Brinker brands if they choose.

Bonton Farms Partnership

Bonton Farms is a nonprofit regional urban farm, whose mission is to restore lives, create jobs and ignite hope in a once-forgotten and neglected south Dallas neighborhood. Through our partnership, over 120 volunteers have completed nearly 500 hours of service at the farm. We also supported the Bonton community by providing five restaurant-operating training sessions to a group of interns and donating 3,000 backpacks of school supplies to schools. In FY22 we raised \$108,000 for Bonton Farms.



WELLBEING AND BENEFITS

We want our Team Members to feel their best, inside the restaurant and out.

Life is Short. Work Happy.

We might closely guard our recipes, but the real ingredient behind our success is no secret: our talented Team Members. So it goes without saying that looking after them has always been really important to us. We've gone the extra mile to create a healthy environment that's about working happy, not just working hard. One of our cultural beliefs is "Play Restaurant" – and we love that it shows.

Putting Wellbeing First

As much as we're about keeping things fun in our restaurants, one area where we're always serious is our Team Members' wellbeing. Our work to make the lives of our Team Members the best they can be comes under our holistic Be Well program and its five key areas that make up the right balance of wellbeing:

- Physical and emotional**
- Career**
- Financial**
- Social**
- Community**

DESIGNATED AS A BEST PLACE FOR WORKING PARENTS BY DALLAS REGIONAL CHAMBER

We are proud to have launched our Be Well Portal for all Team Members in FY22. The site is a mobile-friendly one-stop shop for all benefits, perks and resources to improve wellbeing. Available in English and Spanish, the portal has now received over 10,000 unique visitors since inception. We believe this will be a valuable resource for many more Team Members in the future.

Physical and Emotional Wellbeing – Caring for All

Physical and emotional health isn't just nice to have – it's a must-have. That's why we offer a range of benefits and programs to support our Team Members' wellbeing. These include competitive medical, dental, vision and prescription plans, including for hourly Team Members that worked at least 30 hours per week on average in the prior year.

In 2022, we removed the co-pay for telephone Doctor On Demand visits included in our health plan, so participating Team Members can access the service for free. Following this, we found that use increased from 6.9 percent (2020) to 12.1 percent (2021). We also saw a 30 percent increase in behavioral health virtual visits.

Our Magellan Employee Assistance Program (EAP) provides full-time eligible Team Members enrolled in benefits – as well as their household members – access to five free counseling sessions per challenge per year. These sessions

support mental health as well as providing other services like financial coaching, legal services and life coaching. Our EAP also provides wellbeing resources, from webinars and newsletters to meditation apps, for all Team Members regardless of whether they are enrolled in benefits. During FY22, we improved communication around EAP benefits, resulting in increased utilization from 5.3 percent to 6.4 percent of Team Members (2020 vs. 2021). According to our provider, our Team Members' EAP use is industry leading.



WELLBEING AND BENEFITS CONTINUED

We support physical wellbeing by offering all restaurant Managers and other salaried Team Members at least \$100 annually for reimbursement of fitness expenses. We also provide an on-site fitness center and classes at our RSC.

During FY22, we continued to support our teams in several ways, including a financial benefit for Team Members hospitalized due to Coronavirus (COVID-19) and paid sick leave for Managers. For most of the year we also encouraged vaccination by paying hourly Team Members \$60 when they provided proof of vaccination to help cover time off work to get vaccinated.

WE RECEIVED THE GOLD BELL SEAL AWARD FROM MENTAL HEALTH AMERICA



Financial Wellbeing – Attracting the Best

Our compensation philosophy is simple: to provide a pay program that’s not only fair and competitive but rewarding, too. In FY22, Chili’s General Managers earned more than \$87,000 in salary and bonuses on average, while Maggiano’s General Managers earned more than \$121,000 in salary and bonuses on average – both well above average U.S. household income. We increased the average Chili’s base salary, but total compensation was approximately the same as the previous year due to lower brand performance and corresponding lower bonuses. Total compensation for Maggiano’s General Managers increased significantly as a result of better brand performance and higher bonuses compared to the prior year.

In addition to our General Managers, we offer performance-based bonuses to the entire restaurant management team. Top results equal top rewards. All salaried Team Members with at least 10 years of service, including restaurant Managers, also receive an annual Brinker stock grant to reward them for tenured service.¹

Team Member 401(k) Contribution	Brinker Match
Up to 3% of paycheck	100%
Between 3% and 5% of paycheck	50%

We are proud that, during FY22, our average hourly Team Member earned \$18.25 (including tips, bonuses and sick pay) per hour. We also provide a generous matching 401(k) savings plan for all Team Members after they have been employed for 90 days, including hourly and part-time Team Members.

Through our employee discount program, Team Members enjoy discounts on things from cellphone plans to hotel stays. To top it off, we provide Brinker restaurant discounts for all Team Members.

Social Wellbeing

We’re a team and, to build that sense of camaraderie, affectionately refer to ourselves as ChiliHeads, Maggiano’s Teammates and – in the RSC – BrinkerHeads. Connecting, collaborating and having fun is all in a day’s work. We encourage our Team Members to have a good work/life balance, maintaining strong relationships with their families and friends.

At the RSC, we have a policy that gives Team Members weekly flex days to work from home so they can better manage their various responsibilities.

Read about social connections made through our [Communities of Interest groups](#).

Learn about [Career Wellbeing](#) and [Community Wellbeing](#).

¹ Applicable as long as they don’t already receive annual stock grants for compensation.

DEVELOPMENT AND RETENTION

In the Brinker family, we strive to help every person succeed on their personal path, investing in their growth wherever they are on their journey.

On-the-Job Development

We strive to hire and retain the best people in the business. We do this by making Brinker a place where people love to work and love to grow. We want people to stay with us – and they do, because we invest in their lives and their careers. We support Team Members’ career wellbeing through a variety of online, in-person and on-the-job learning activities that help grow and meet their goals.

Giving a Leg Up

Many of our leaders are promoted from within. At Chili’s, we run a structured program for hourly Team Members to move into management. The Chili’s CSL program delivers the on-the-job training Team Members need to be successful in a management role. The program is accredited through the National Restaurant Association Educational Foundation and the Department of Labor as a registered apprenticeship program. It is also a certified VALOR program through the U.S. Department of Veterans Affairs, providing veterans with additional GI Bill benefits – government-delivered support – while they advance through the program.

In recent years, Chili’s has promoted a very high percentage of Managers from internal candidates as a result of the company’s development programs. In FY22, the company experienced significant turnover among both hourly and management Team Members during periods where the United States experienced some of its highest resignation levels (what some have called the Great Resignation). As a result, we did not have enough internal candidates prepared for management at Chili’s when openings occurred, and we hired more external candidates than we expected. This caused us to miss our goal – set last year – of promoting 80 percent of Managers from internal candidates, but we remain committed to our development programs and continue to see those that stay with Chili’s have great success and growth opportunities.

In addition, we were pleased that many former ChiliHeads came back to Chili’s after leaving, affirming that Chili’s is a great place to work.

Approximately **88%** of promotions to General Manager at Chili’s are from among active Team Members

628 CSLs promoted to management

24% of total General Manager promotions were prior CSLs

Military Hiring Initiative

In May 2022, Chili’s became the first restaurant brand to partner with the Department of Defense on their SkillBridge training program. This program helps transitioning service members prepare for our CSL restaurant management apprenticeship program, providing a faster career-development track to management. As a 12-week program incorporating hands-on work experience, as well as Front and Back of House instruction, SkillBridge participants become proficient in topics such as product quality and cost control, as well as sales and marketing.

Leadership Development Programs

Our development programs go beyond the CSL program, providing restaurant Managers opportunities to grow through dedicated mentoring and training to take their skills to the next level. To help Managers evolve and be their best, Chili’s has three development programs for different levels of leadership:

EMERGE Is for New Managers, CSLs or Managers in Development

A two-day professional development conference, EMERGE gives Managers the opportunity to gain skills and knowledge, form lasting relationships with peers and connect with RSC Team Members.

RISE Prepares Managers to Become General Managers

We look at accelerating the careers of Managers by working to equip them to become General Managers.

LEAD Is for General Managers With High Potential to Become Directors of Operations

Our three-session development program supports General Managers to progress to the next stage of their careers. Like our EMERGE program, this includes a DE&I breakout session facilitated by our Vice President of Diversity, Equity & Inclusion.

Program	Number of Participants in FY22	Promotion Rate in FY22
EMERGE	1,000	97%
RISE	570	N/A*
LEAD	24	42%

*Estimated to be a very high percentage.

"WHAT I APPRECIATE ABOUT THIS EXPERIENCE (EMERGE) IS THAT EVERY LEADER WAS FOCUSED ON MAKING US FEEL SPECIAL AND TRULY CARES ABOUT OUR DEVELOPMENT AND MAKING US MORE IMPACTFUL LEADERS."

EMERGE Participant

DEVELOPMENT AND RETENTION CONTINUED

Best You EDU™

We believe lifelong learning is an important part of personal growth. To help our Team Members achieve their goals, in 2018 we launched our online, no-cost Best You EDU educational program.

To make the program available to more Team Members, in August 2021 we reduced access requirements for Team Members from 24 hours to 15 hours worked per week, and the minimum tenure with the company from 90 days to 45 days.

The program pairs each student with a dedicated adviser and offers three levels of education:

- 1. Foundational learning:** language, skills development and bilingual coaching through English as a second language and literacy courses
- 2. GED:** online GED prep curriculum, bilingual advisory support and unlimited GED test-taking opportunities
- 3. Associate degrees:** an online pathway to an associate degree in business or general studies through a regionally accredited college, including all courses, text and study materials, advising and coaching support

Best You EDU also offers no-cost citizenship-preparation courses, free tutoring for Team Members or their dependents and even some tuition reimbursement for bachelor's and master's degrees obtained outside the program's educational offerings.

We have further improved accessibility with a mobile app that offers Spanish courses to help English-speaking Managers and Team Members better communicate with Spanish-speaking Team Members and Guests.

In May 2022, we opened up Best You EDU to one eligible family member² for all restaurant leaders and RSC Team Members.

WE SAW A 21% INCREASE IN BEST YOU EDU ENROLLMENT IN FY22, WITH 2,381 TEAM MEMBERS SIGNING UP

² An eligible family member is a legal spouse, child or domestic partner.

Engagement and Retention

When our Team Members are engaged and happy, they are more likely to stay with us and take better care of our Guests. We believe feedback is priceless and use survey responses to continually improve our culture and Team Member experience. We invite all Team Members to take a survey twice per year, providing feedback on work experiences, our culture and our Managers. One important question we ask is whether Team Members like their jobs, with a very high percentage responding positively.

We also participate in occasional third-party surveys to see how Team Members feel about working at Brinker. In the most recent third-party surveys we participated in, we were recognized as a great place to work. In 2019, the *Dallas Morning News* ranked us eighth out of the top 100 places to work.

Spring 2022 Engagement Survey (Select Results)

	I Like My Job	I Plan on Staying the Next Six Months
RSC	80.7%	82.4%
Chili's Operations Leaders	74.7%	80%
Maggiano's Operations Leaders	84.5%	81.5%



CAREER SUCCESS STORIES

Many of our most senior leaders began their careers in our restaurants in roles such as Server, Bartender or Cook. Their successful career advancement is a testament to the opportunities and development that have been a part of Brinker for decades. These members of the Brinker family share their career stories – from what inspires them to the advice they'd give their younger selves.



Joined the Brinker family:
1994 as a Food Server at Chili's

Doug today:
Senior Vice President and Co-Chief Operating Officer (Chili's)

What's your Brinker journey?

I started as a Food Server right out of college with Chili's back in Pineville, North Carolina in 1994. Working at Chili's is a blast, as you get to take care of people by making them happy. Chili's is a team sport – together we provide service and hospitality and have fun taking care of the Guests!

What advice would you share with your past self?

Be prepared for change! Always look at change as an opportunity to learn and grow.



Joined the Brinker family:
1996 as a Bartender at Chili's

Aaron today:
Senior Vice President and Co-Chief Operating Officer (Chili's)

What's made you stay?

The people.

Tell us about your Brinker journey

Once a ChiliHead, always a ChiliHead! I started as a Bartender 26 years ago and returned four years later as a restaurant Manager. I have been able to elevate my career by taking lateral moves and advancements and utilizing my knowledge to continue to keep me challenged. I have worked really hard to pave the way for female leaders in this industry and strive to leave a legacy of diverse leaders along my path.

Any advice you'd share with your past self?

Celebrate successes along the way and be in the moment!



Joined the Brinker family:
2002 as an Assistant Manager at Maggiano's

Larry today:
Vice President and Chief Concept Officer (Maggiano's)

What do you love about working for Brinker?

I have been in the restaurant business my whole life. I love being able to serve others and work side by side with amazing people from all types of backgrounds, and Brinker is the best place I've found to do that.

Is there anything you'd change about your Brinker journey?

If I had to do it all over again, the only thing I would change is to write down the thousands of people's stories I've been told. Their stories, their journeys, their moments and the role I've been blessed to play in them – these give me more sense of accomplishment than anything else I've done in my professional career.



Joined the Brinker family:
1988 as a Host at Chili's

Mika today:
Vice President of Finance and Investor Relations

Tell us about your Brinker journey

I started at Chili's as a Host – it was my first job! I picked Chili's because I thought it would be the most fun restaurant to work at and it had the best food. Along the way, I took any challenge thrown my way and always tried to do my best, whether making a margarita as a Bartender or talking to investors as the head of Investor Relations.

What's made you stay at Brinker for so long?

The awesome people in the restaurants and at the RSC are like family, and I would miss them if I left. I've grown up with Chili's, and this experience has in part made me who I am today.

**Joined the Brinker family:**

2015 as a To-Go Specialist at Chili's

Amber today:

Director of Operations, Central Gulf Coast – North Louisiana (Chili's)

How has your career progressed?

I started working at Chili's in Lake Charles, Louisiana, as a To-Go Specialist when I was in college as a full-time student. I had no idea at the time what I wanted to do for a career, but I loved my job at Chili's so I decided to see where it would take me.

When I saw a peer go from Team Member to Manager, I knew I wanted to do the same thing. I started the CSL program and have worked my way up to my current role!

What advice would you share with your past self?

Let your leader know your goals so they can help you come up with a development plan.

**Joined the Brinker family:**

2005 as a Grill Cook at Chili's

Nic today:

Vice President of Operations – Midwest Region (Chili's)

Why do you love working for Brinker?

Brinker has given me the tools to grow as a son, husband, father and leader.

What's made you stay?

It was the culture from day one! It doesn't feel like work, it feels like family.

How have you achieved your current role?

I studied my craft and wanted to be the best at whatever I was doing. Whether it was Line Cook, Culinary Manager or General Manager, I wanted to be No.1. Brinker gives you all the tools to be successful!

Any advice to your past self?

Networking is key. Find someone with a different perspective that you trust and ask for focused feedback.

**Joined the Brinker family:**

2007 as a Manager at Chili's

Ernest today:

Regional Director (Maggiano's)

What's made you stay?

The people. I love what Brinker stands for. I love the vision that Norman Brinker had for the organization – for Chili's, Maggiano's and Brinker International.

Tough times show you what people and companies are made of, and the pandemic has brought that to light. I am on the right team. I love what I do, and I love who I do this with.

Tell us about your journey

I had a friend that worked at Chili's, and I knew right away that I loved this place. I only agreed to come to Maggiano's because it's a part of Brinker! I viewed it as an awesome opportunity to learn about a slightly different restaurant organization within the family.

**Joined the Brinker family:**

1998 as a Coat Check Attendant at Maggiano's

Michael today:

Midwest Area Director (Maggiano's)

Why do you love working for Brinker?

Maggiano's has been a family affair for me. I can still recall being with my siblings when my mom applied for a job when the Schaumburg, Illinois, location opened. Despite this it wasn't necessarily a career I thought I was going to go into. I went to college for a degree in music and political science, but Maggiano's was a place that afforded me so many opportunities. It offers not only a career but a place where you can meet family and friends that will last a lifetime – it's where I met my wife!

What advice do you have for your past self?

Never lose sight of the impact that you make on people's lives every single day. Whether it's someone that's working with you or a Guest that you're impacting within this industry, you have such an intimate opportunity to influence and impact people's lives.

COMMUNITY ENGAGEMENT

We're a global business that thinks local, inspiring each other to give back to the communities where we live, work and play.

A Force for Good

We believe everyone can help make the world a better place. For us, that means taking the Brinker spirit our Guests know and love to those outside our restaurant doors.

Over the years, we've done a lot to make a difference for those in need. It's something we're extremely proud of because – after all – our local communities are the life and soul of our restaurants. We have focused our community giving and volunteering on three key areas:

- Kids
- Hunger
- Education

Kids

For almost 20 years, Chili's has supported the St. Jude Children's Research Hospital and its mission: Finding cures. Saving children.®

\$96 MILLION

raised for St. Jude Children's Research Hospital since 2002. **\$8 million** raised in FY22

We've contributed in many ways, including fundraising for the Chili's Care Center on St. Jude's campus. Because of Brinker's incredible support, St. Jude bought five thank you billboards in Dallas and Houston, Texas; Memphis, Tennessee; and Orlando and Tampa, Florida, to recognize Brinker for raising \$88 million for St. Jude over the course of our partnership. St. Jude also recognized Brinker with an "Excellence in Customer Engagement" award! During FY22 we raised an additional \$8 million for St. Jude, bringing our total amount raised for St. Jude to \$96 million since 2002.

At Maggiano's, we've been raising money through our annual Eat-A-Dish for Make-A-Wish® campaign since 2004, to help make dreams come true for children with life-threatening medical conditions.

\$9.6 MILLION

raised for Make-A-Wish since 2004

1,200+

wishes granted with our help



COMMUNITY ENGAGEMENT CONTINUED



Hunger

We believe no one should go hungry, and recognize the role we can play in providing families in need with the food they deserve. In our corporate home in Dallas, Brinker has partnered with the North Texas Food Bank since 2010, donating time, food and money to help feed the local community. This year we boxed more than 20,000 meals for families through our volunteer efforts. Every year on Veterans Day, Chili's also offers a free meal to U.S. veterans to thank them for their service.

Learn about our giving to and volunteering with Bonton Farms to support kids, fight hunger and improve education on our [DE&I Community page](#).

\$2.7 MILLION
in free meals for veterans in FY22

Education

At Brinker, we don't just feed stomachs – we feed hearts and minds. We're passionate about breaking down barriers and helping young people access education and a fair chance at success. In FY22 we achieved our goal of raising \$30 million to sponsor the [St. Jude School Program by Chili's](#) so children can continue their educations while undergoing treatment for cancer and other life-threatening diseases.

Generous Giving From Team Members, for Team Members

At Brinker, every Team Member is part of our family, and like family, we're there for each other through the good times and the hard times. That's why we set up the Brinker Family Fund to help our Team Members during times of crisis, from natural disasters to loss, illness and injury. Since 1997, we have raised more than \$10.5 million for Team Members thanks to other generous Team Members who give a portion of their paychecks to support colleagues when they need it most.

Brinker Charitable Giving

Our charitable giving allows us to sponsor hundreds of other smaller nonprofit organizations with bold missions to impact their communities in the spaces of kids, hunger and education.

This year nearly \$113,000 was distributed in donations/sponsorships to nonprofit organizations.

Passion With a Purpose

Brinker's new charitable contributions program moves our giving from large donations benefiting a few select organizations to a decentralized system that lets BrinkerHeads choose who they support.

Whether Team Members donate their time or their money, Brinker will make an added charitable contribution to 501(c)(3) certified organizations for a maximum match of \$1,000 per Team Member per fiscal year.



GREAT FOOD

When it comes to making our Guests feel special, food perfection is at the top of the menu. At Brinker, food perfection means serving quality food and drinks that are the best they can be.

Our goal is to exceed our Guests' expectations in every restaurant, every day. Our exceptional food safety standards, carefully sourced ingredients and highly skilled and trained Chefs are all part of the Brinker recipe for great food and a good time.

We're passionate about making fresh food in our own kitchens, combining traditional culinary methods with science-based food safety technology. We hold ourselves to high standards every day as we deliver on our responsibility to safely and sustainably serve our Guests.

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FOOD SAFETY

Our Guests can be confident that they will be served food that meets our high standards of quality and safety in each of our restaurants, every day. Food safety practices are built into our recipes, kitchens and supply chain processes.

Our Culture of Food Safety

Our Guests trust us to serve safe food. Our well-established food safety systems and standards make it all possible. Our systems and standards start with how we work with our supplier partners to grow, produce and transport food, and carry through to the way we store, prepare and serve our food in clean and safe restaurants.

We set the bar high for ourselves and our suppliers. We embrace all relevant external standards governing food safety, including the Food and Drug Administration's (FDA) Food Code, a science-based model for regulating the retail and food service sector. We expect each restaurant to meet or exceed these standards, and we have systems and dashboards to monitor compliance with our food safety standards. Our Managers are expected to perform a quality line check at the beginning of every shift in our restaurants to make sure our ingredients are held at the right temperature and our food is being prepared safely. We also retain a leading epidemiological consulting firm on standby to investigate any food safety concerns.

Expertise and Training

We devote considerable time and effort to provide good training and processes to our Team Members that are reviewed by food safety experts. That's why we have a team of highly trained food safety professionals, including experts certified by the National Environmental Health Association.

Our food safety professionals work together with our Culinary team to develop restaurant practices and procedures for food safety. From the moment a new Team Member starts in our restaurants, we train them on food safety principles. We take advantage of technology to provide virtual food safety modules in addition to in-person training that occurs in our restaurants. Every single Team Member promoted to a management position is expected to complete further food safety training as a condition for promotion.

We engage reputable external specialists to audit all our restaurants – at least four times annually per restaurant in the U.S. Given the importance we place on food safety, results are reported to the Audit Committee of our Board of Directors, with audit reports used to refine our procedures. We are always looking for new ways to improve.

**6,497 RESTAURANT
FOOD SAFETY AUDITS
CONDUCTED IN FY22,
INCLUDING FRANCHISE
RESTAURANTS**

Working With Our Suppliers and Distributors

We work closely with trusted supplier partners to grow, produce and transport products in ways that fulfill or exceed all regulations as well as our own high standards. We expect all of our suppliers to comply with our [Supplier Code of Conduct](#) – covering everything from business integrity and food safety to sustainability. We additionally expect all food suppliers to adhere to Hazard Analysis and Critical Control Point (HACCP) principles.

Our suppliers are regularly audited by accredited auditing agencies to confirm they hit key industry benchmarks such as Global Food Safety Initiative (GFSI)-approved standards.

We expect our distributors to deliver products from our suppliers to our restaurants fresh and in good condition. This means checking that the cold chain has been maintained properly for fresh food, and that frozen products have been kept frozen throughout transit.

Our Recall Procedure

We continually monitor the food we serve for compliance with our requirements. We have sophisticated tracking systems and an effective third-party communication platform so we can remove potentially impacted products from restaurants as soon as we're notified of a product recall. In such circumstances, each restaurant is required to promptly acknowledge that potentially impacted products have been removed. During this last fiscal year Brinker received a "100% Recall Compliance Award" from Instant Recall, an award given annually in recognition of restaurant organizations that achieve 100 percent documented compliance for all mock and live events.



QUALITY AND SUSTAINABLY SOURCED INGREDIENTS

We're passionate about using quality ingredients from suppliers that share our commitment to great food and a better world.

Instant Feedback

At Brinker, we're committed to making great meals with bold flavors. We strive to serve the very best ingredients that are natural and fresh.

Guests can provide instant feedback about their experience through surveys available on their mobile phones or our tabletop devices. We received more than 19 million Guest survey responses in FY22. We use this feedback to coach our Managers and Team Members to improve their service and restaurant operations. Our Guest Engagement team is also dedicated to working directly with individual Guests to hear their feedback about our food and service, resolve any concerns and share these insights to help our operations get better every day.

91%

of Chili's dine-in Guests agreed their food tasted great

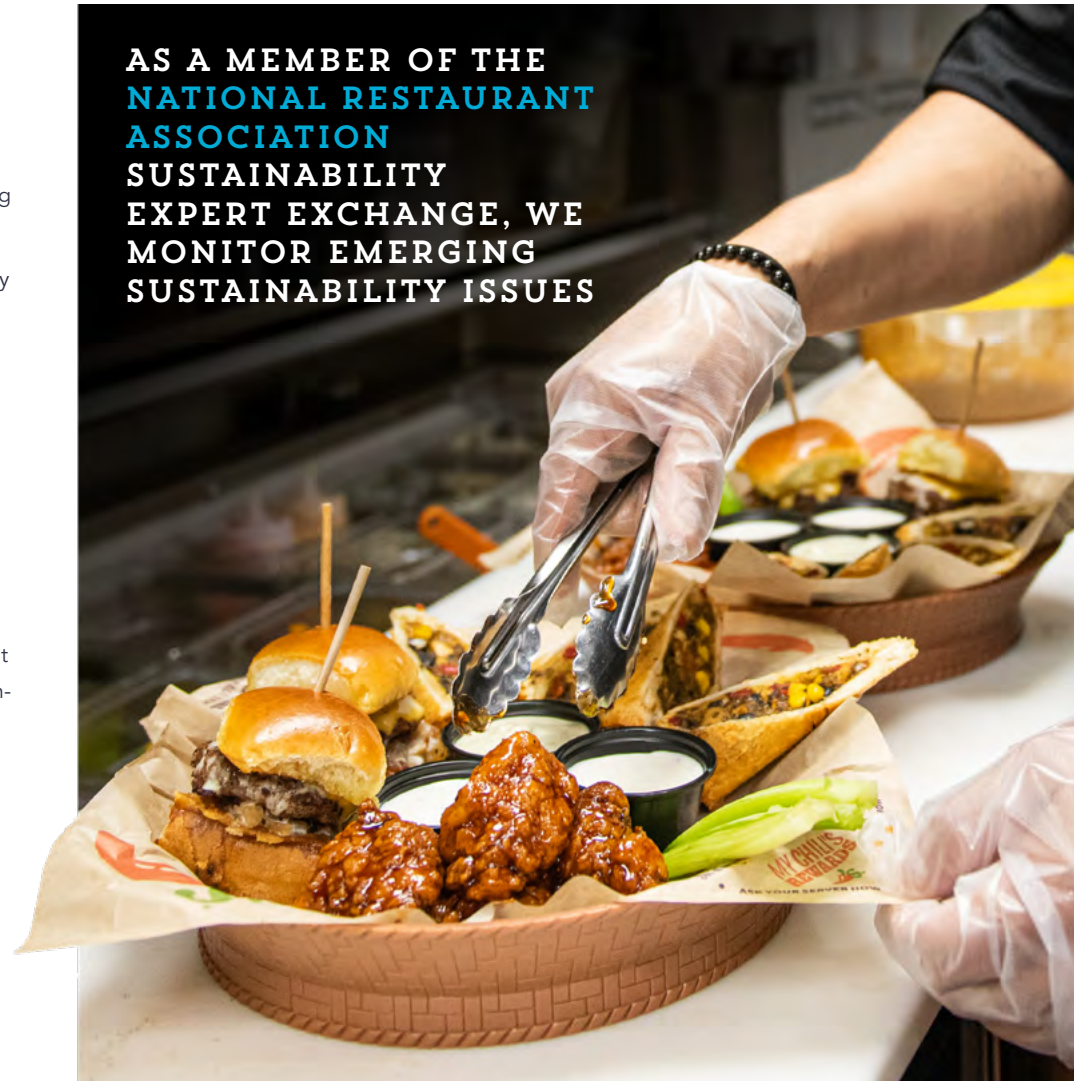
Responsible Sourcing

We work with suppliers to confirm all food ingredients are traceable back to their source. We monitor emerging sustainability issues as an active member of the National Restaurant Association Sustainability Expert Exchange, which focuses on education and benchmarking progress. As outlined in our Supplier Code of Conduct, we expect suppliers to continually improve natural resource use and sustainability efforts in the following areas:

- Freshwater and wastewater management
- Soil management in agriculture and construction operations
- Energy reduction and fossil fuel usage
- Material and food waste reduction
- Packaging and recycling
- Solid waste reduction
- Emissions from manufacturing, processing and transportation
- Responsible construction and development
- Protection of forests and high-conservation-value areas
- Hazardous material handling and disposal
- Responsible sourcing of raw materials

Sustainable practices employed by various suppliers include composting, erosion control, water conservation, integrated pest management, crop rotation and renewable energy.

AS A MEMBER OF THE
NATIONAL RESTAURANT
ASSOCIATION
SUSTAINABILITY
EXPERT EXCHANGE, WE
MONITOR EMERGING
SUSTAINABILITY ISSUES



NUTRITION AND HEALTH

We want to serve meals that taste great, and that also make our Guests feel great. Nutrition, allergies and healthy options are all considered as part of our menu offerings.

On the Menu

We're always looking for ways to improve our menus – and that starts with listening to our Guests. We have a dedicated, state-of-the-art test kitchen at our RSC, which allows our Chefs to improve cooking processes and invent new dishes. Adjacent to this test kitchen is our focus group area, where we invite Guests to taste these creations and provide feedback.

Offering Value and Nutrition

For decades our restaurants have been known for large portions that can be shared with family or taken home as leftovers. While that abundant offering continues to be a core part of our brands, we also provide low-calorie meal options, including a range of six entrees under 650 calories at Chili's, and seven entrees at 770 calories or less at Maggiano's. We partner with an accredited laboratory to determine accurate nutritional information for our menus that also includes calorie counts. Additional nutritional information is available online or on tabletop devices in our restaurants.

Chili's kids' menu features nutritious options, including a grilled chicken dipper entree at only 300 calories, as well as a selection of fruits and vegetables for sides. In addition, our emphasis on fresh and natural means there's no monosodium glutamate (MSG) or partially hydrogenated oil in our food.

Meeting Dietary Needs

Our menus reflect the tastes and needs of all our Guests, including those with dietary preferences or restrictions. Transparency is important so our Guests know exactly what goes into their food. Both on our tabletop devices and online, we provide menus that highlight vegetarian and vegan items. We also maintain allergen guides to help Guests with food allergies, sensitivities and intolerances. At Maggiano's, our policy is for Chefs to visit Guests at the table when an allergy is identified to make sure the dish is prepared to accommodate allergies. Maggiano's has regularly been recognized externally as one of the most allergy-friendly chain restaurants.



6 entrees under 650 calories at Chili's



ANIMAL WELFARE

We're committed to animal welfare – and seek to source animal products from suppliers that share this commitment.

The Five Freedoms

When it comes to animal products, we are committed to animal welfare standards that we have outlined in our Supplier Code of Conduct. We expect suppliers to be committed to the “Five Freedoms” of care:

1. Freedom from hunger or thirst
2. Freedom from discomfort
3. Freedom from pain, injury or disease
4. Freedom to express (most) normal behavior
5. Freedom from fear and distress

Any supplier of animal products must be certified by the [Professional Animal Auditor Certification Organization \(PAACO\)](#), and we work with PAACO to train employees on auditing suppliers against our animal welfare standards. Our suppliers must also only buy from other PAACO-certified businesses.

We believe better outcomes come from a principles-based rather than a prescriptive approach, and we collaborate with suppliers to work toward improved welfare in achievable and science-backed ways. Through this approach, we believe we will steadily see better standards across the industry.

Antibiotics

In 2019, we added a commitment to eliminate antibiotics across our chicken supply chains, except for treating and nonroutine control of diagnosed illnesses. We also support FDA actions to eliminate antibiotic use for growth promotion and feed conversion. Of course, farm animals sometimes become sick and, in those instances, we believe that supporting their health with access to medically necessary treatment is the humane thing to do.

More than

95%

of chicken served in our restaurants was raised with no antibiotics important to human medicine

We continue to communicate to our pork and beef suppliers and industry associations our desire for them to optimize production practices and reduce the need for antibiotics important in human medicine in food-producing animals.

Responsibly Sourced Seafood

Our farm-raised seafood comes from certified, sustainable farms committed to following best aquaculture practices defined by the [Global Seafood Alliance \(GSA\)](#), whose certification program has become one of the most influential forces in sustainably farmed seafood. Most of our suppliers receive three out of four stars or better from GSA.



Our Welfare Goals

By 2025, we aim to directly source only cage-free egg products (shell and liquid egg products). We expect to achieve our goal by reaching 25 percent by the end of 2023, 50 percent by the end of 2024 and 100 percent by the end of 2025. We're also working alongside suppliers, farmers and animal welfare experts to enhance broiler chicken welfare in key areas by 2024, including responsible broiler chicken breeding, improved living conditions, lighting and litter, additional space per bird and improved humane processing methods.


Our previously set goals also included sourcing only gestation-crate-free pork by 2025. This particular issue has proved challenging for the industry. Our largest pork supplier has maintained group housing for all confirmed pregnant female pigs on its company-owned farms since

2017. However, this supplier also processes and supplies to Brinker pork from pigs raised on farms of smaller businesses that have not yet made the investment to eliminate or reduce gestation crates. We are not yet able to confirm what percentage of our pork comes from group housing on our major supplier's company-owned farms and what percentage comes from farms owned by smaller businesses. By the fourth quarter of FY23, we expect to source more than 30 percent of our pork from a source known to be group housed during pregnancy. We expect to adjust and refine our goal for sourcing gestation-crate-free pork as we continue to work with suppliers on evaluating best practices and availability for the industry.

BETTER WORLD

At Brinker, we serve from our hearts – it's something we've always done and will always do. We care deeply about our communities and the world around us, and that means stepping up to help protect our planet for our Team Members, our Guests and our communities.

We're on a quest to reduce our environmental footprint and find creative ways to keep resources in use for as long as possible. We know every little action counts, so the smarter and more efficient our operations, the greater the part we play in creating a better world.



SERVING UP
A SUSTAINABLE
FUTURE

IN THIS SECTION

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30 Waste Management

31 Sustainable Packaging

CLIMATE, WATER AND ENERGY MANAGEMENT

We aspire to leave a smaller footprint on the planet by focusing on more sustainable energy use and more efficient restaurants.

Our Journey

Climate change has impacts on a global scale, and we are continuing to see these effects grow. In response, we began measuring our carbon emissions and have performed climate modeling to better understand climate-related risks – both physical and transition risks. With our carbon emissions baseline now in place, we have engaged an energy management consultant to help us evaluate renewable energy opportunities and to help create a plan to reduce our Scope 1 and Scope 2 emissions.

Environmental Policy

Being environmentally sustainable is an important responsibility for Brinker. Our approach is to:

- Operate our business with an aim to reduce our carbon impact, waste and water use
- Maintain full compliance with all applicable environmental laws
- Continually evaluate the impact of our business on the environment
- Test and innovate to find solutions to reduce our impact on the environment
- Measure and report our progress

Estimated Total Water and Wastewater Usage (kGals)³



Water Management

Water is a precious environmental resource that we share with our communities – and we're committed to using it efficiently. That's why we opt for more efficient choices when building or remodeling our restaurants, including low-flow plumbing fixtures, water-efficient dishwashers and dipper wells, and tankless water heaters.

Restaurant operations were restricted in part during FY20 and FY21 as a result of the pandemic, but in FY22 we returned to more normal operations and more typical water usage. In FY22 we also acquired more restaurants from our franchisees. We believe these reasons explain the increase in our water usage.

Sustainable Design and Equipment

Using sustainable design was one of the first things we did to become more efficient. From our first Chili's refurb over 15 years ago to our current tests of new kitchen equipment, we are continually challenging ourselves to evolve – harnessing the latest technologies to magnify our impact.

Our restaurant designs incorporate smarter LED lighting, energy-efficient window treatments and high-efficiency water heaters. We also use modernized kitchen equipment and are currently testing new grills and ovens in some restaurants that we believe will be more energy efficient than our existing equipment. Restaurants acquired from franchisees do not always have the same sustainable design features as our company-owned locations. In FY22 we retrofitted 120 Chili's restaurants with LED lighting, including newly acquired units.

Transportation and Distribution

We know climate impacts don't stop at our restaurant doors, and neither should our efforts to be more sustainable. We strive to drive efficiency, lower fuel consumption and preserve food quality throughout our distribution logistics by:

- Strategically selecting the number and location of distribution centers to make journeys more efficient
- Managing weekly deliveries to our restaurants to limit miles driven
- Using freight efficiency studies to help lower distribution miles and keep food at its best

³ Total usage is an estimation of total water billings during the fiscal years noted and includes both water withdrawn and wastewater usage. Our utility providers rarely decouple these two metrics, so we've included the aggregate amount even though it may overestimate our total usage. For this reason this statistic may not be comparable to other companies.

CLIMATE, WATER AND ENERGY MANAGEMENT

CONTINUED

Restaurants of the Future

Innovation and technology are great ways to tackle climate change, and we're exploring how we can get involved and do more. We are testing smart technology in 11 restaurants that allows us to remotely turn on and shut off restaurant equipment to conserve power, with plans to expand in FY23. This technology also brings visibility to equipment condition. By monitoring our systems in this way, we can detect when equipment becomes inefficient or in need of repair, allowing us to respond more quickly and to better use resources.

We believe that Scope 1 and Scope 2 emissions dropped in FY20 and FY21 primarily due to dining rooms in some or all of our restaurants being partially closed during parts of those fiscal years as a result of the COVID-19 pandemic. We are proud of efforts to use our existing assets to generate more sales through virtual brands, which we believe has helped reduced our overall Scope 1 and Scope 2 emissions per \$1 million in revenue.

Emissions by Scope (metric tons CO₂e)⁴

Metric	FY19	FY20	FY21	FY22
Scope 1	126,865	118,763	119,981	128,829
Gasoline (petrol) – Mobile			87	133
HFC – estimated			30,496	35,942
Natural gas			88,131	91,730
Propane			1,266	1,024
Scope 2	245,349	244,092	243,093	240,131
Electric power			243,093	240,131
Total Scope 1 and 2	372,214	362,854	363,883	368,959
Scope 1 and 2 per Restaurant	332.0	323.7	324.6	310.5
Scope 1 and 2 per \$1 Million in Revenue	119.8	120.8	111	99.4



⁴ The Scope 2 data was calculated using the market-based approach. The figures in the table contain some estimated data, with applicable estimates based on approaches in line with industry best practices. Among other estimates, we extrapolated refrigerant usage from a sample of sites to the portfolio level; we intend to improve collection of actual data in coming years. The numbers reported may change as data access and quality improves.

WASTE MANAGEMENT

We're committed to minimizing our own footprint by carefully monitoring what we produce and looking for additional opportunities to recycle.

Waste Less, Recycle More

We're fully on board with managing our waste responsibly, decreasing the amount we send to landfill by utilizing technologies and embracing best practices to reduce it at source. We also aim to recycle at our restaurants where local infrastructure allows.

Food Waste

Food waste is part of our overall footprint and something we're focused on reducing. We minimize what is thrown away from our kitchens through accurate forecasting, food preparation and kitchen management. We're using kitchen best practices, new technologies and proprietary systems to accomplish this.

To boost accurate forecasting and reduce food waste, we store a significant amount of historical sales data by product for each restaurant. This is supplemented by an inventory system which enables us to understand how much of each product should be in each kitchen on each day. To create forecasts of each restaurant's product requirements, we then supplement our data with insights on:

- Current trends
- External conditions
- Planned marketing initiatives

With these forecasts, we can schedule deliveries of exactly what's needed – and when – at each restaurant, minimizing waste. We also use technology and data to create systems that automatically tell restaurants how much of each menu item they should prepare each day for the expected number of Guests. We also provided a new training module to help our operators reduce food waste.

Alongside accurate forecasting, the equipment we use can play a part in mitigating food waste, and we take the time to explore and implement solutions that will help responsibly reduce our waste. For example, in past years we have replaced traditional fryers with low-oil fryers that recycle the oil. The result: an estimated 45 percent reduction in oil use.

Waste Production and Diversion

Metric	FY22
Total Waste (Metric Tons)	2,262,205
Waste Diverted (%)	18%



SUSTAINABLE PACKAGING

We're committed to getting delicious food to our Guests in more sustainable ways.

We want our Guests to enjoy our food wherever they are – in our restaurants or on the go. Quality food packaging is essential to make that happen. We strive to source sustainable packaging choices that fall into at least one of these eco-friendly categories:

- Sustainably sourced raw materials
- Partially made from recycled materials
- Recyclable, reusable or compostable

Sometimes business needs or supply chain options prohibit achieving 100 percent of our goal in this area, however most of our packaging falls within our eco-friendly criteria. We all need to work together to do our part for the planet, and we want to get our Guests involved, too. We include logos on containers, where relevant, that encourage appropriate recycling or reuse by our Guests.

SINCE FY20, WE HAVE USED QR CODE PAYMENT TECHNOLOGY AT OUR MAGGIANO'S AND CHILI'S RESTAURANTS. THIS HAS FURTHER REDUCED THE AMOUNT OF PAPER WE USE.

IDENTIFYING OPPORTUNITIES

Making small changes in how we run our restaurants can make a big difference. We look for innovative ways to use technology to reduce our impact, including:

- **Wrapping millions of silverware packets** in Sustainable Forestry Initiative-certified recycled paper
- **Emailing Guests receipts** in our Chili's restaurants instead of automatically printing them – with estimated savings of around 500,000 rolls of receipt paper per year
- **Only offering plastic flatware** for Chili's online orders if specifically requested by Guests. This saved approximately 45 million packets of plastic flatware in FY22
- Planning to **digitize certain Manager checklists** in FY23, saving a significant amount of paper





RESPONSIBLE GOVERNANCE

Our restaurants intertwine with the fabric of people's lives. They are where memories are made and togetherness is celebrated.

Making people feel special is what we're built on; a big part of that is based on the responsible and ethical behavior that allows our Guests, Team Members and shareholders to trust us.

We're committed to protecting the interests of our stakeholders, and our rigorous governance processes are a vital part of that. Good governance, transparency and accountability underpin how we operate. We have, and are committed to, a diverse and engaged Board with a wealth of experience guiding our senior management team as they lead our company with integrity and work to create safe, quality and exceptional Guest experiences.

IN THIS SECTION

- 33** Board Quality and Diversity
- 35** Ethics and Compliance
- 36** Data Privacy and Security

BOARD QUALITY AND DIVERSITY

Our diverse, strategic and highly qualified Board brings vision, values and leadership to build a better business and a better world.

Board Independence and Diversity

Brinker prioritizes having an independent and highly engaged Board of Directors with a wealth of diversity in experience, race and ethnicity, gender and tenure. Unique perspectives are a strength, helping us deliver greater shareholder value by serving a range of diverse communities.

During 2022, the Board added one independent director with significant experience in leading a large, distributed organization and a track record of driving growth and innovation. This new member complements the capabilities and public company board service experience of the other independent members, and improves both the gender and ethnic diversity of the Board.

The Board annually assesses its own composition, diversity, skills, tenure and effectiveness, as well as that of its committees. It also performs regular peer reviews to ensure each director provides effective, experienced and ethical leadership.

Board Expertise and Engagement

Board members are regularly trained on their fiduciary duties and are encouraged to participate in other director-education opportunities. Each director serves a one-year term and is subject to re-election by shareholders. Candidates are recommended by the Governance & Nominating Committee based on several factors, including:

- Professional expertise
- Diversity
- Demonstrated integrity and ethics
- Peer input
- Independence

Throughout FY22, our Board supported management in navigating the challenging economic environment we faced emerging from the pandemic as well as successfully appointing a new CEO. In the search for a talented and innovative new leader, the Board conducted strategic planning and extensive research with assistance from a third-party search firm. We are delighted to welcome Kevin – with his proven track record of building brands – to the Brinker family as we work to bring even more Guests back to our restaurants.

1 ISS GOVERNANCE QUALITY SCORE AS OF SEPTEMBER 2022

1 indicates lowest governance risk

Committees Supporting the Board

The Board is supported in its work by three committees that oversee different aspects of the company’s culture, environment, policies and practices: the Audit Committee, the Compensation Committee and the Governance & Nominating Committee. The responsibilities and work of these Committees are outlined in our annual proxy statement, each Committee’s charter and our [Corporate Governance Guidelines](#). The Board reviews these annually to confirm alignment with governance best practices.

Risk Management

We are committed to protecting our business and our stakeholders through a robust risk management process. The Board and its committees actively assess and oversee management of risks to Brinker. We maintain an enterprise risk management (ERM) process in line with the Committee of Sponsoring Organizations of the Treadway Commission framework.

Through our process, we identify potential impacts, likelihoods and mitigating factors. Our Internal Audit team conducts annual interviews with leadership and subject matter experts across the organization, and then provides a report to management and the Audit Committee so that risks can be strategically managed and monitored. Primary risks are included in the Internal Audit team’s engagements, with audit results reported directly back to the Audit Committee. We also disclose material business risks in our [Annual Report](#).

Of our nine directors:



Four are women



Two are ethnically diverse



Eight satisfy all relevant standards for independence (our CEO is the only Board member with any executive responsibilities)

BOARD QUALITY AND DIVERSITY

CONTINUED

OUR SUSTAINABILITY GOVERNANCE



Board of Directors

Oversees ESG strategy and objectives and integration of ESG strategy into overall company strategy



Governance & Nominating Committee

Oversees and provides input on the sustainability strategic framework, goals and initiatives; reviews ESG metrics and reports



Compensation Committee

Oversees pay-for-performance compensation programs and aspects of diversity, equity and inclusion



Audit Committee

Oversees the ERM program and confirms proper integration of ESG risks and mitigating efforts



ESG Committee

Executive-led, cross-functional

Identifies, prioritizes and monitors key ESG matters, recommends the company's ESG strategic direction and implements ESG initiatives

Tracks progress against strategy and goals and ensures the company publicly reports on ESG priorities

ESG Committee leader reports to and regularly updates the CEO and the Governance & Nominating Committee

MSCI
ESG RATINGS



CCC B BB BBB A AA AAA

IN 2022, BRINKER
RECEIVED AN MSCI
ESG RATING OF A



ETHICS AND COMPLIANCE

Being a good business is in our DNA. We keep responsible behavior on the menu through our ethical culture and codes.

Our Code of Conduct

We are committed to integrity and fairness in every aspect of our business and to acting in ways that positively impact everyone our business touches. Our standards are clearly outlined in our [Code of Conduct](#) (CoC), and are applicable to all Team Members, suppliers, contractors and consultants. The CoC includes our:

- Anti-Harassment and Inclusion Policy
- Reporting and Whistleblower Policy
- Insider Trading Policy
- Foreign Corrupt Practices Act (FCPA) and Anti-Corruption Policy
- Other policies for ethical conduct and responsible business practices

All restaurant management teams, operations leaders and RSC Team Members are required to read and acknowledge our CoC each year. We also have a CoC for the Board of Directors. Our General Counsel provides executive oversight of the CoC and ethical issues and discusses compliance policies and programs with the Governance & Nominating Committee of the Board.

Federal and State Regulations

Compliance with federal and state laws is nonnegotiable. We do a significant amount of work to confirm we meet or exceed local, state and national regulations designed to protect Team Members and Guests. Our Internal Audit team performs audits to confirm adherence to certain laws and regulations. The team reports assessment results directly to the Audit Committee on a quarterly basis.

A Place Where Everyone Can Speak Up

When Team Members speak up, they're protecting themselves, other Team Members, our business and its reputation. We strive to create a culture of support, where Team Members feel secure in reaching out to their Manager with concerns of violations. We have provided Team Members with multiple grievance-reporting options, including:

- A PeopleWorks Partner: assigned human resources specialists
- Team Member Relations: a team at the RSC dedicated to supporting Team Members
- The General Counsel's office
- The Chair of the Audit Committee of the Board

Whatever channel Team Members use, reports are treated confidentially where possible, depending on Brinker's need to investigate. We do not tolerate any form of retaliation against anyone who makes a report.

Brinker also maintains a robust [whistleblower policy](#), and Team Members can make anonymous reports using Brinker's whistleblower

communications website. The Governance & Nominating Committee is informed of the nature of all reports received through the site. If any issues relating to financial or securities topics were to arise, these would also be reported to the Audit Committee.



DATA PRIVACY AND SECURITY

Maintaining robust cybersecurity protection is high on our list of priorities so that we can keep our systems safe and our Guests' and Team Members' information confidential.

Cybersecurity Oversight

The Audit Committee oversees cybersecurity because of the importance of protecting both Guest and Team Member information and the technology systems that help run our business. The Audit Committee receives updates on cybersecurity from Brinker's Chief Information Officer at least quarterly. Many of our Board members have had direct or indirect responsibility for supervising cybersecurity at other companies or have had oversight through board service at other companies.

Brinker's senior management conducts quarterly reviews of its cybersecurity risk register and strategically plans and executes projects to strengthen its cybersecurity position. We maintain an incident response plan, and we conduct an annual incident-simulation exercise with the assistance of a third-party consultant to test our response to a simulated cyberattack. Senior management then reviews our response to the test and reviews the incident response plan for changes recommended based on the test.

Data at Brinker

We want our Guests, Team Members and shareholders to have peace of mind that what they share with us is confidential and secure. We maintain a privacy policy that explains how we use Guest information to communicate and provide a better restaurant experience for Guests. We monitor and comply with privacy and consumer protection laws.

Cybersecurity Practices

We maintain robust cybersecurity protections and processes, and have a dedicated internal Cybersecurity team. As part of our effort to continually strengthen our cybersecurity, we:

- Improved email security by transitioning to a new targeted threat protection tool
- Enhanced endpoint protection by implementing a new software application that includes 24/7 managed threat response
- Upgraded our privileged access management system

Brinker's information security program, policies and standards follow the National Institute of Standards and Technology Cybersecurity Framework. Our Cybersecurity team is supported by third-party experts who help identify, monitor, mitigate and eliminate risks. Vendors with access to any part of our system are required to undergo a security assessment.

Our security-monitoring and threat-prevention ecosystem also includes encryption of critical data, user and event behavior analytics, multifactor authentication, web and denial of service security gateways, whitelisting software, network-intrusion-prevention systems, end-to-end encryption for restaurant transactions and network segmentation. There were no material information security breaches during FY22.

We expect every Team Member at the RSC to participate in information security training when they join Brinker. Team Members responsible for handling sensitive data receive annual training on data security, regulatory requirements and how to identify malicious or phishing emails. In addition, we conduct audits, risk assessments, third-party penetration tests, internal penetration tests and vulnerability scans to identify opportunities for improvement. Our Cybersecurity team also conducts phishing tests to improve Team Member knowledge of phishing scams.



APPENDIX

IN THIS SECTION

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40 Forward-Looking Statements



SASB INDEX

This index provides information pertaining to the Sustainability Accounting Standards Board (SASB) Standards for our industry. SASB is an independent standards-setting organization that promotes disclosure of information on sustainability issues determined to be most relevant for an industry. The table below references select indicators from the SASB Standards for FB.4 Restaurants. This index references Brinker's FY22 Sustainability Report. Brinker's franchisee information is not included in the data below because Brinker's franchisees are independent businesses and Brinker does not generally control franchise operations with respect to the matters reported. Some data may contain estimates, and we may update these numbers as access to and quality of data improves.

Disclosure Topic	Accounting Metric	Category	Unit of Measure	Code	Brinker Data/Information Source
Energy management	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Environment	Gigajoules (GJ), Percentage (%)	FB-RN-130a.1	(1) 3,912,089 GJ (2) 100% (3) 0%
Water management	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Environment	kGals, Percentage (%)	FB-RN-140a.1	(1) 1,523,397 kGals (2) Refer to our page on Water Management ; approximately 9% of water withdrawn is in regions with High or Extremely High Baseline Water Stress
Food & Packaging waste management	(1) Total amount of waste (2) Percentage food waste (3) Percentage diverted	Environment	Metric tons (t), Percentage (%)	FB-RN-150a.1	(1) 2,262,205 t (2) Not available (3) 18%
Food & Packaging waste management	(1) Total weight of packaging (2) Percentage made from recycled and/or renewable materials (3) Percentage that is recyclable, reusable and/or compostable	Environment	Metric tons (t), Percentage (%)	FB-RN-150a.2	(1) 9,912 t (2) 2% (3) 87.2%
Food safety	(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	Food Safety	Percentage (%)	FB-RN-250a.1	100% of our restaurants are inspected by a third party at least four times per year. For additional information see our Food Safety page
Food safety	(1) Number of recalls issued (2) Total amount of food product recalled	Social Capital	Number, Pounds	FB-RN-250a.2	(1) One recall was issued for a food used by Brinker (onions) (2) 11,400 pounds
Food safety	(1) Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention investigation	Social Capital	Number, Percentage (%)	FB-RN-250a.3	No confirmed foodborne illness outbreaks in FY22
Nutritional content	(1) Percentage of meal options consistent with national dietary guidelines (2) Revenue from these options	Social Capital	Percentage (%), Reporting currency	FB-RN-260a.1	Chili's provides six adult entrees under 650 calories (also provided in multi-serving party platters), which generated \$114 million in sales in FY22
Nutritional content	(1) Percentage of children's meal options consistent with national dietary guidelines for children (2) Revenue from these options	Social Capital	Percentage (%), Reporting currency	FB-RN-260a.2	Please read about healthy options available for kids on our Nutrition and Health page

SASB INDEX

CONTINUED

Disclosure Topic	Accounting Metric	Category	Unit of Measure	Code	Brinker Data/Information Source
Nutritional content	(1) Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Social Capital	Number, Percentage (%)	FB-RN-260a.3	This metric is not available. Promotional and marketing efforts are not targeted toward children
Labor practices	(1) Voluntary and (2) Involuntary turnover rate for restaurant employees	Human Capital	Rate	FB-RN-310a.1	(1) 134.9% voluntary turnover (2) 16.1% involuntary turnover Please see Development and Retention for a discussion about turnover.
Labor practices	(1) Average hourly wage, by region (2) Percentage of restaurant employees earning a minimum wage, by region	Human Capital	Reporting currency, Percentage (%)	FB-RN-310a.2	(1) \$18.25 per hour, including tips and bonuses (2) 11.17% earn minimum wage after tips (we include tips in this calculation because Team Members earning tips are often our highest-paid hourly Team Members. See Wellbeing and Benefits)
Labor practices	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Human Capital	Reporting currency	FB-RN-310a.3	Please read about our Diversity, Equity and Inclusion work and our Ethics and Compliance work
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	Business Model & Innovation	Percentage (%) by cost	FB-RN-430a.1	This metric is not available. Please read about our strategy in our Quality and Sustainably Sourced Ingredients page and our Animal Welfare 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	Business Model & Innovation	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	(1) Approximately 10% of shell and liquid eggs originated from a cage-free environment (2) 0% of our pork was confirmed to be produced without the use of gestation crates, but a percentage likely spent a limited amount of time in gestation crates. See Animal Welfare
Supply chain management & Food sourcing	(1) Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Business Model & Innovation	Narrative/Policy	FB-RN-430a.3	Please read about our strategy in our Quality and Sustainably Sourced Ingredients page and our Animal Welfare page
Number of (1) company-owned and (2) franchise restaurants		Quantitative	Number	FB-RN-000.A	1,188 company-owned restaurants. 462 franchise restaurants. Information about franchise restaurants is not included in this report.
Number of employees at (1) company-owned and (2) franchise locations		Quantitative	Number	FB-RN-000.B	62,025 Brinker Team Members. Number of franchisee employees is not available.

FORWARD-LOOKING STATEMENTS

Certain statements in this report, including our goals, are not historical facts and are forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements are generally accompanied by words like “believes,” “anticipates,” “estimates,” “predicts,” “expects,” “plans,” “intends,” “projects,” “continues” and other similar expressions that convey uncertainty about future events or outcomes.

Forward-looking statements are based on our current plans and expectations, and involve risks and uncertainties that could cause actual results to differ materially from our historical results, our goals or those results projected in forward-looking statements. These risks and uncertainties include the risk factors described in the “Risk Factors” section of our Annual Report on Form 10-K and other risk factors described from time to time in our filings with the Securities and Exchange Commission. Our SEC filings are available on the investor relations page of our website at <https://investors.brinker.com/financial-information/sec-filings>.

We wish to caution you against placing undue reliance on forward-looking statements because of these risks and uncertainties. Except as required by law, we expressly disclaim any obligation to update or revise any forward-looking statements, whether as a result of new information or future events or otherwise. We further caution that it is not possible to identify all risks and uncertainties, and you should not consider the identified factors as a complete list of all risks and uncertainties.