



# 2021 Chick-fil-A® Corporate Social Responsibility Report



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## CELEBRATING LOCAL IMPACT

Through the True Inspiration Awards™ program, Chick-fil-A supports nonprofits making an impact in their communities.





# A message from our CEO



## OUR LEADERSHIP

In November 2021, Andrew Cathy became Chief Executive Officer of Chick-fil-A.

Welcome to our 2021 Corporate Social Responsibility Report, and thank you for your interest in Chick-fil-A.

Caring has been at the heart of our story since my grandfather, S. Truett Cathy, opened the first Chick-fil-A in 1967. As a career restaurateur, he found great joy in caring for others. In this, Truett took inspiration from his mother, who ran a boarding house out of the family home during his childhood.

More than half a century later, Chick-fil-A continues to build on my grandad's legacy of care, compassion and kindness through the combined efforts of our restaurant Operators, Team Members and Support Center Staff.

Across Chick-fil-A, we're committed to our Corporate Purpose: "To glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come into contact with Chick-fil-A." Caring is central to fulfilling our Purpose as we serve our Guests, give back to our communities and protect the planet we share. In these pages, you'll find stories and statistics showing how our people and partners are making progress across the four pillars of our corporate social responsibility program: caring for people, caring for communities, caring for others through our food and caring for the planet. Among the 2021 highlights:

- Chick-fil-A helped more than 7,400 Team Members pursue higher education with \$19 million in Remarkable Futures Scholarships. We also brought Chick-fil-A Bottled Sauces to store shelves last year, donating 100% of the royalties received to Team Member scholarships and funding 380 scholarships.
- Working closely with passionate local partners in communities across the U.S. and Canada through the Chick-fil-A Shared Table™ initiative, our Operators and Team Members are using leftover food to fight hunger, donating more than 12 million meals to people in need from 2012 through year-end 2021.
- We launched the Chick-fil-A Impact Accelerator, a year-long program designed to help nonprofits advance their purpose, scale their impact and empower their local communities and neighborhoods by fostering connections and providing training, knowledge-sharing and other resources. More than 200 nonprofit leaders participated in 2021, and we are just getting started.
- As we work to reduce the amount of food waste sent to landfills, Chick-fil-A is leveraging innovative technology like the ORCA™ system,

which uses air, water and microbiology to transform food scraps into an eco-friendly water solution. This approach also reduces the trash volume removed by truck, saving energy and cutting emissions.

Growing up with Chick-fil-A and working in the business since 2005, I've had countless opportunities to see my grandfather, my dad (Chairman and former CEO Dan T. Cathy) and other colleagues care for our people, Guests, neighbors, communities and planet. Today, I'm inspired by these past examples and the current progress being made by our Operators, Team Members and Support Center Staff. Together, we are making a difference—in ways large and small—across our business, the communities we serve and beyond.

When we care and strive to meet the needs of others with a servant's heart, we can continue to realize our Purpose and increase Chick-fil-A's positive impact in the world.

**"To me, that's the story of 2021, as our people cared for each other and those around us with humility, compassion and creativity."**

Again, thank you for your interest in these stories, which you help make possible every time you choose Chick-fil-A. We look forward to serving you again soon.

With gratitude,

A handwritten signature in black ink that reads "Andrew Cathy". The signature is fluid and cursive, written in a professional style.

Andrew Cathy  
CEO, Chick-fil-A, Inc.

This report highlights acts of care and service by our Operators, Team Members and Support Center Staff in 2021. All financial information is presented in U.S. dollars. Visit [chick-fil-a.com](https://www.chick-fil-a.com) for more information about Chick-fil-A and our Corporate Social Responsibility (CSR) efforts.



# About Chick-fil-A

## LIVING OUT TRUETT'S LEGACY

Today, more than 170,000 Team Members and Staff represent the Chick-fil-A brand across the United States, Washington D.C., Puerto Rico and Canada.

Atlanta-based Chick-fil-A, Inc. is a family-owned and privately held restaurant company founded in 1967 by S. Truett Cathy. Devoted to serving the local communities in which our franchised restaurants and Support Center operate – and known for our Chick-fil-A® Chicken Sandwich – Chick-fil-A serves freshly prepared food in more than 2,700 restaurants in 47 states, Washington, D.C., Puerto Rico and Canada.

Truett focused on providing the highest level of care through food, service and hospitality in a welcoming environment where everyone was treated with honor, dignity and respect. He knew serving a meal was a way to the heart, a way to bring family and friends together, and could open doors to caring for people in endless ways.

He viewed his restaurants as extensions of his home, and the people there – both Team Members and customers – as cherished Guests. Truett believed a “great company is a caring company” and his vision of caring for others continues to inspire and guide the more than 170,000 Team Members who represent our brand today.

**“A great company is a caring company.”**

**S. Truett Cathy, Founder**



## 2021 BY THE NUMBERS

**150+**

Restaurants  
opened in 2021

**60+**

New Operators  
announced

**2.1 billion**

Guests served

**\$17.2 billion**

in total sales

**490 million**

Chicken  
sandwiches  
served

**170k+**

Chick-fil-A  
Team Members

## Our culture of care

We believe a strong and caring culture at our restaurants and Support Center is essential to our success. That's why we keep our Corporate Purpose front and center:

**To glorify God by being a faithful steward of all that is entrusted to us.  
To have a positive influence on all who come in contact with Chick-fil-A.**

Our core values reflect this Purpose and guide our teams, wherever they work:

**We're here to serve.  
We're better together.  
We are purpose driven.  
We pursue what's next.**

## Our recipe for success

Chick-fil-A entrusts local restaurant ownership to Operators who personally know and care for the Team Members in their restaurant, their customers and the local community. These independent, franchised Operators are full-time, hands-on, local business owners who bring our shared values to life, serving as faithful stewards of our Purpose and living out our commitment to be a positive influence on the people and communities we serve. To attract the most qualified people to represent Chick-fil-A, we select only those Operators who have demonstrated a commitment to high personal and business standards. Because our company's success is determined by the success of Operators and their restaurants, we call our Atlanta corporate headquarters the "Support Center." Support Center Staff work together to serve and support Operators and Team Members, so they can serve our Guests.

## Our 2021 impact

Across the communities we serve, Chick-fil-A Operators and Team Members care for others in numerous ways. Many of these special moments are featured in this report. Highlights include:

Achieved the milestone of donating **more than 12 million meals** to local organizations through the Chick-fil-A Shared Table™ program

Donated more than **\$3.1 million** to Feeding America®, Second Harvest and other nonprofits to provide more than 15 million meals for those in need in recognition of restaurant openings in the U.S. and Canada

Supported **300,000 hours** of change-making community service from Chick-fil-A Leader Academy students (Class of 2021)

Engaged **nearly all Chick-fil-A restaurants** in at least one corporate social responsibility initiative

Launched the **Chick-fil-A Together Fund** to assist members of our Chick-fil-A family in times of need

Donated **30,000 Chick-fil-A meals** throughout the communities we serve

Empowered more than **124,700 students** by teaching them the life skills they need to succeed through our partnership with Junior Achievement®

Launched Chick-fil-A Impact Accelerator to provide training, support and resources for **more than 200 nonprofit leaders** to take their efforts to the next level

Awarded **\$5 million** in True Inspiration Awards™ grants to nonprofits making an impact in their communities

Helped more than **7,400 Team Members** pursue higher education through \$19 million in scholarships, including 380 Remarkable Futures™ Scholarships funded by the royalties received from the sales of Chick-fil-A® Bottled Sauces

**Volunteered to serve** in our hometown of Atlanta in a variety of ways – supporting community initiatives from Hands On Atlanta Week 2021 to America Recycles Day and school supply drives

Encouraged a new, diverse generation of leaders in the hospitality industry with a **\$500,000 donation** to support students at Morris Brown College in Atlanta

Empowered more than **6,800 Chick-fil-A One® Members** to donate money through the Chick-fil-A® App, which resulted in a collective donation of \$238,800 to support disaster relief efforts, including proactive efforts following Hurricane Ida and the catastrophic Midwest U.S. tornado outbreak in December 2021

**Reduced food waste** in our restaurants through composting, recycling fryer oil and more





# Corporate Social Responsibility at Chick-fil-A

We know that caring makes a difference. That's why the four pillars of our corporate social responsibility strategy are inspired by our founder's legacy of care. We strive to live out this commitment by:



### Caring for people

Cultivating a positive work environment where people feel known and cared for



### Caring for our communities

Strengthening the cities and neighborhoods we serve



### Caring for others through our food

Serving great food people can feel good about



### Caring for our planet

Acting as good stewards of the planet we share

## COMMITTED TO CARING

Rodney Bullard, Vice President of Corporate Social Responsibility for Chick-fil-A, Inc., poses with grant recipients of the 2022 True Inspiration Awards (which were awarded in December 2021).

## 2025 GOALS

Chick-fil-A has established multi-year goals for our four CSR pillars. Following are our commitments and our cumulative impact for each since 2020.

**Caring for people** - Impact more than 50,000 Team Member lives through educational opportunities

**28% complete** 14,192 Team Members impacted

**Caring for our communities** - Provide more than 3 million people with resources that support economic mobility

**30% complete** 905,752 people impacted

**Caring for others through our food** - Provide 200 million meals to our communities

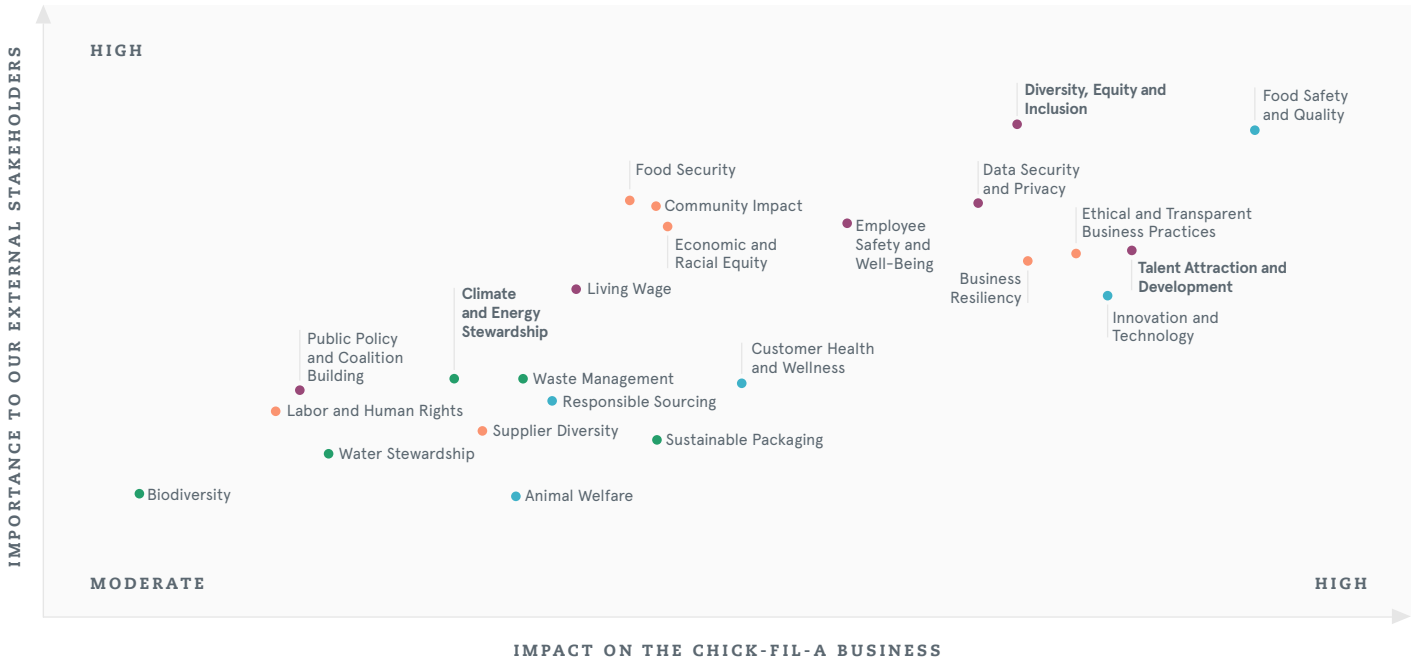
**18% complete** 36.3 million meals provided

**Caring for our planet** - Divert 25 million pounds of restaurant food waste from landfills

**33% complete** 8.4 million lbs of food waste diverted



## Chick-fil-A Materiality Matrix



### Understanding our opportunities for impact

While Chick-fil-A has long been committed to supporting our communities and being a responsible steward of all that is entrusted to us, companies like ours are increasingly expected to help address complex social and environmental challenges, especially those that most affect our industry. To best understand this landscape, we asked an outside consultant to conduct a materiality assessment, which would help us understand where we as a company can make the greatest difference.

We started with a list of 160 potential focus areas and then talked to people – both within Chick-fil-A and outside of our business – about these issues and our company so we could gain valuable perspective. Based on these conversations and additional research, we narrowed our potential focus areas down to 23 topics with the most significant impact on Chick-fil-A, our customers and the communities we serve. These topics formed the basis of a “materiality matrix” that will help us prioritize our CSR efforts within the four focus areas of our CSR strategy.

### United Nations Sustainable Development Goals

As we carefully reviewed the insights from our 2021 materiality assessment and began prioritizing our CSR focus areas, we took into consideration the **United Nations Sustainable Development Goals (SDGs)**, which address the most urgent problems facing our world today. The 17 SDGs offer a “blueprint to achieving a better and more sustainable future for all by 2030.” Our CSR priorities were inspired by five specific SDGs:



We will continue to thoughtfully consider these priorities across our operations and provide updates on any related progress.

- Caring for people
  - Caring for our communities
  - Caring for others through our food
  - Caring for our planet
- Top ESG issues that internal and external stakeholders expect to grow in importance in the next five years are shown in bold text.

### CSR Governance

Our CSR efforts at Chick-fil-A are led by the vice president of corporate social responsibility and supported by a cross-functional team of leaders who help shape our strategy. This team works with Operators, Team Members, Support Center Staff, partners and others to ensure we fulfill our CSR commitments.

**I applaud Chick-fil-A for prioritizing their corporate social responsibility efforts and engaging external partners like me to participate in their recent materiality assessment. Their commitment to caring for others and serving their communities is clear – and a great representation of who they are as a brand.**

Brandon A. Okpalobi, Founder & CEO, DIBIA Dream, Miami





# Caring for people

## A culture of care

We cultivate a positive work environment where people feel known and cared for among the more than 170,000 people who represent the Chick-fil-A brand across our restaurants, Support Center and other locations. A commitment to leadership development, access to education programs and community volunteering opportunities are cornerstones of working at Chick-fil-A.

**Genuine understanding, kindness and hospitality happens when our whole selves are welcome at work, in our restaurants and in our communities.**

Erick McReynolds, Vice President, Diversity, Equity & Inclusion, Chick-fil-A, Inc.

### CHICK-FIL-A TRUE INSPIRATION SCHOLARS

Twelve Chick-fil-A Team Members received True Inspiration Scholarships of \$25,000 each to pursue higher education.

### 2021 HIGHLIGHTS

**\$572k+**

Raised in the inaugural year of the Chick-fil-A Together Fund, which assists members of our Chick-fil-A family in times of need

**1k+**

Staff engaged in eight Community Groups that promote belonging and provide development opportunities

**\$19 million**

Invested in Remarkable Futures scholarships for more than 7,400 Team Members



OUR 2025 GOAL



Impact more than 50,000 Team Member lives through educational opportunities





#### A CULTURE OF CARE

We focus on creating a culture of care, both at the Support Center and in our restaurants.

### Advancing a culture where we can all thrive and belong

Ever since Truett Cathy opened the doors of his first restaurant more than 50 years ago, Chick-fil-A has been committed to treating people with honor, dignity and respect. Today, Truett’s approach to caring for people is the foundation for our diversity, equity and inclusion (DE&I) strategy and goals. These include:

- **Diversity:** Chick-fil-A Operators, Team Members, Support Center Staff and partners reflect the diversity of the communities we serve.
- **Equity:** Our practices are free from bias and provide fair and equal access to opportunities.
- **Inclusion:** Our practices and behaviors foster a culture of belonging for all.

“We endeavor to create a culture of togetherness that builds community and inspires us to contribute our personal best,” said Erick McReynolds, Vice President, Diversity, Equity & Inclusion. “Genuine understanding, kindness and hospitality happens when our whole selves

are welcome at work, in our restaurants and in our communities.” In 2021, Chick-fil-A launched several new initiatives to further our DE&I efforts:

- The Around our Table conversation series enabled Operators, Team Members and Support Center Staff to share their personal stories of Chick-fil-A connections and relationships to understand and honor what makes us different, as well as what unites us.
- New Cultural Intelligence resources helped Operators, Team Members and Staff best serve all Guests and each other with warmth and hospitality. Sessions focused on a variety of sensitive Guest-related topics, including mental health awareness and homelessness.
- Nearly 700 Staff regularly came together across 65 Learning Circles to explore DE&I topics and learn from each other’s experiences and perspectives.
- A new, internal, TED Talks-inspired video series – Food for Thought – featured a variety of speakers who addressed everything from culture to important elements of DE&I.

**“These efforts exemplify how we are continually exploring and implementing DE&I development opportunities that help bolster our culture and reinforce our commitment to making Chick-fil-A a place where we can all thrive and belong.”**

Erick McReynolds, Vice President, Diversity, Equity & Inclusion, Chick-fil-A, Inc.

### Supporting the Chick-fil-A community in times of need

When natural disasters or personal hardships occur, all of us at Chick-fil-A have an opportunity to show additional care for each other. Giving connects us and creates stronger communities, which is the premise behind The **Chick-fil-A Together Fund**.

Launched in October 2021 to help Team Members, Staff and Operators<sup>1</sup> facing challenges, it includes two grant programs:

- The Standard Grant Program helps qualified recipients through times of hardship with grants of up to \$1,500, depending on their needs.
- The Immediate Response Program (IRP) provides support within 24-48 hours following unforeseen events such as natural disasters.

**“Thank you from the bottom of our hearts. The resources you provided to Team Members following Hurricane Ida made a difference in their lives following this horrific moment.”**

Chick-fil-A Team Member in Louisiana

In its first three months, the fund raised more than \$572,000 from 676 generous Operator, Staff and Team Member donors. From these donations, nearly 900 applicants received grants through the Standard Grant Program and three Immediate Response Programs launched to support those impacted by Hurricane Ida, the tornadoes in the Midwest U.S. and the wildfires in Colorado.

<sup>1</sup>Inclusive of the following groups: Chick-fil-A, Inc. Support Center Staff, Chick-fil-A, Inc. In-Field Staff (including the Leadership Development Program [LDP], Training Development Program [TDP], and CFA HELP), CFA Servco, Inc. (Regular Full-Time), Bay Center Foods, LLC (Regular Full-Time), Chick-fil-A Supply, LLC (Regular Full-Time), and Dwarf House Group, LLC Executive General Managers, Assistant General Managers and Team Members.





**ENGAGING FOR GOOD**

Many Community Groups and other Chick-fil-A Staff engage in service projects through the Team Chick-fil-A Employee Volunteer Program.

**Fostering connection and community**

At Chick-fil-A, we know teamwork and collaboration motivate us to do our best work. That’s why one of our values is, “We’re Better Together.” Our inclusive culture, which leverages the strengths of our diverse talent, cultivates connection and greater understanding through a variety of Community Groups that help create a stronger sense of belonging. These groups also support development opportunities across Chick-fil-A, in addition to helping us best understand and connect with our diverse Guests.

For example, the Asian Business Association (ABA) promotes Asian diversity and culture, as well as provides professional development for its members. In 2021, the ABA hosted engaging cultural activities – like making dumplings to ring in the Lunar New Year and recognizing Diwali, India’s Festival of Lights – in addition to facilitating meaningful conversations with its members and other Chick-fil-A Staff to address far more serious subjects, such as violence directed at the Asian community.

“It’s important for me to stay connected to diverse communities. It helps elevate my thinking and sharpens my ability to understand,” said ABA member Carolyn Crampton. “Thanks for creating a transparent and safe community where all are welcome.”

Fellow ABA member Jennifer McKinnon agreed: “The ABA has enabled me to feel more in touch with my Korean heritage and culture than ever before in my life. I am so grateful for this group of people and for the opportunity to learn and grow in a safe space where all employees are invited and included.”

The Black Employees Resource Group (BERG) is another active Community Group at Chick-fil-A. BERG celebrates a sense of belonging for Black Staff and allies, including offering mentoring programs, community service opportunities and the building of cultural acumen with guest speakers like Christine Darden, Ph.D., whose pioneering work with NASA was portrayed in the movie “Hidden Figures.”

“We believe diversity is a strength and celebrates our differences,” said Cherrod Pate, co-chair of BERG. Her fellow BERG co-chair Chris Thomas added, “I’m most proud of BERG when people realize that our similarities as well as our differences are the strength of diversity at Chick-fil-A. In fulfilling this role, BERG and our other Community Groups strive to be a catalyst of care.”

Another Community Group, the Toastmasters Second Mile Speakers, adds value to the culture at Chick-fil-A by helping Staff become more effective communicators and leaders. By meeting weekly, the group aims to provide a supportive and positive learning experience in which members are empowered to develop presentations, facilitation abilities, giving and receiving feedback, impromptu speaking skills and more – resulting in greater self-confidence and personal growth.

“Toastmasters has been the catalyst for growth in my career in more ways than I could ever have imagined,” said Brent Patrick, a senior agent for Chick-fil-A HELP, which provides around-the-clock support to Chick-fil-A restaurants. “I joined to become more comfortable speaking and to provide more concise answers to interview questions. What I didn’t bargain for is that I would have the opportunity to facilitate team meetings, participate in a district speech competition, lead a team of my peers and master the use of various online meeting platforms and educate others on their features. I have had the opportunity to develop and sharpen all of these skills on a weekly basis in the Second Mile Speakers.”

Community Groups are created and facilitated by Staff, and continually evolve over time based on the unique interests and needs of Chick-fil-A employees.

**Celebrating great work and each other**

At Chick-fil-A, our aim is to serve Guests and communities well, and we know that starts with our people. That’s why we have long recognized Staff for milestone years of service, including 5, 10, 20, 30 and 40 years, as well as celebrated retirements. Now, Staff also can recognize one another on the spot for a job well done through Kudos. This recognition program, which launched in 2021, gives colleagues a way to celebrate great work at any time, and leaders can further enrich Kudos recognitions with points that can be redeemed for a wide variety of gifts and other rewards.

**“Recognition starts with a heart of gratitude. Kudos provides a wonderful way for us to show appreciation for one another. It instantly shifts our perspectives to other people and gives us a meaningful way to say, ‘thank you.’”**

Jon Bridges, Chief Marketing Officer, Chick-fil-A, Inc.

In addition to Kudos for our Staff, many Chick-fil-A Operators also host Team Member Appreciation Week activities in their restaurants to honor the people who connect with our Guests and make Chick-fil-A the special place it is. In August 2021, week-long celebrations took place at many of our restaurants, which included themed spirit days, messages of appreciation from customers and Support Center Staff, sweet treats delivered to restaurants and more.



## Creating Remarkable Futures for Team Members

Changing lives. That's what the Chick-fil-A **Remarkable Futures** scholarship program is all about. Since 1970, Chick-fil-A has awarded more than \$112 million in scholarships to over 67,000 restaurant Team Members. More than half of these recipients said their scholarship made it possible for them to attend college, including 16% who are first-generation college students.

In 2021, Chick-fil-A invested **\$19 million in Remarkable Futures scholarships** – with \$2,500 individual scholarships awarded to 7,480 Team Members across 44 states, Washington, D.C. and Canada. In addition, 12 Team Members each received \$25,000 scholarships plus new laptop computers to support their studies. For the first time, 380 of these scholarships were funded through the royalties received from the sales of **Chick-fil-A® Bottled Sauces** at retail stores across the U.S.

**"I know I was put here to serve others, especially during sickness. The True Inspiration Scholarship means I'll be able to go to college and honor my grandfather – who passed away from cancer when I was young – by becoming an oncology nurse."**

Karina Juarez, True Inspiration Scholarship Recipient

## Nurturing our culture of care

Caring is a constant undercurrent at Chick-fil-A. Our founder, Truett Cathy, prioritized doing what is good for others and we aim to mirror his legacy every day. For example, our Support Center Staff focuses on caring for Operators, their Team Members, our communities and each other.

In turn, Chick-fil-A cares for our Staff in myriad ways. "Our people are the heart of our business," said Libby Wanamaker, Vice President, Talent Experience. "During the COVID-19 pandemic, when many of our Staff worked from home, we doubled down on efforts to virtually celebrate our caring culture."

Doing so took many forms, including hosting online team events, recognizing birthdays and service anniversaries, sending handwritten notes to thank colleagues for a job well done and other ways of keeping everyone engaged.

To prepare to welcome Staff back to the office, at least part-time, Chick-fil-A introduced Flexible Futures – a hybrid in-person and remote work policy with decision-making cornerstones to help Staff prioritize where to work and when. Staff are asked to work an average of 10 days per month in person, especially when important team and relationship-building activities take place.

"As our organization grows and learns, we continue to focus on building strong relationships through in-person interaction," Libby said. "We expect and encourage our Staff to be intentional about their role as culture keepers – adding value, caring for one another and thriving with individual flexibility,"

## Embracing wellness for ourselves and our communities

As a caring company, it is our responsibility to help Chick-fil-A people and our communities be as healthy as possible. With this in mind, we give Staff members paid hours each year to spend time away from their work responsibilities to focus on caring for themselves – emotionally, spiritually, physically and financially – and caring for their communities.

Staff can utilize this time called "Wellness Hours" to pursue personal health and fitness, including preventative care visits, nutrition counseling, healthy cooking classes and other activities that support well-being. Wellness Hours also can be used to engage in community service and volunteer with nonprofits that matter to each individual.

Many Chick-fil-A Staff choose to use Wellness Hours to volunteer for community service events organized through the Team Chick-fil-A Employee Volunteering Program, such as the annual **Hands On Atlanta Week** of service and fellowship. In 2021, more than 100 Chick-fil-A Staff participated in a plethora of activities, including assisting with local education programs, packing meal boxes and managing food pantries, harvesting herbs and vegetables, operating local meal distribution sites and even managing tool order logistics for Hands On Atlanta volunteers citywide.

**"Giving back is part of who we are as a company, and finding ways to serve our communities and neighbors is a very rewarding experience."**

Mihai Stancu, Enterprise Architect,  
Digital Transformation and Technology

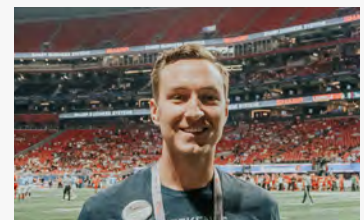
## Meet a few of our scholarship winners



**Anthony Washington**, the youngest Team Leader ever at his Arlington, Texas Chick-fil-A, is studying music at Cornell University, where he hopes to receive a Doctor of Music degree to instill his love of music in future students.



**Emiya Diaz** founded a nonprofit and enjoys poetry and creative writing when not working at her Chick-fil-A restaurant in Dumfries, Va. She attends Howard University majoring in TV and film and plans to become a movie producer and director.



**Jacob Munton**, the Director of Talent at Chick-fil-A in Spanish Fork, Utah, intends to finish his human resources degree and dreams of becoming a Chick-fil-A Operator.





# Caring for our communities

## Strengthening the cities and neighborhoods we serve

This is important to Chick-fil-A because it's one of the ways we show care for our local communities. From our earliest days, we've worked to positively influence the places we call home.

Today, our Operators, Team Members and Support Center Staff lead efforts to fight food insecurity, help nonprofits maximize their impact, and support education and leadership development across the U.S. and Canada. We recognize the importance of giving back to our communities, and we're especially committed to helping young people develop the financial literacy, leadership skills and job training they need to succeed in the future.

### IMPACT THROUGH ACTION

Students engaged in Chick-fil-A Leader Academy completed more than 300,000 hours of community service in 2021.

### 2021 HIGHLIGHTS

**\$5 million**

Awarded in True Inspiration Awards™ grants to local nonprofits

**15 million**

Meals donated to Feeding America®

**900**

Schools engaged in Chick-fil-A Leader Academy



OUR 2025 GOAL



Provide more than 3 million people with resources that support economic mobility





## CARING FOR COMMUNITIES

Precious Lamb Preschool, a nonprofit based in Long Beach, Calif., was named the 2022 S. Truett Cathy Honoree for the True Inspiration Awards (awarded in December 2021).

### Honoring truly inspirational work in our communities

For families experiencing homelessness, the future can often seem uncertain. But in Long Beach, Calif., [Precious Lamb Preschool](#) seeks to end the cycle of homelessness one child at a time, offering free quality early education for children from 18 months to 5 years old for families experiencing homelessness, as well as providing other support and resources. Because of the organization’s work pioneering new ways to solve problems and serve others, Precious Lamb Preschool was named the S. Truett Cathy Honoree for the 2022 Chick-fil-A True Inspiration Awards™ program and the recipient of a \$350,000 grant to grow its impactful work in the community. Watch [this video](#) to see their reaction to this news!

“Precious Lamb Preschool positively impacts local families every day,” said John Howard, Operator of Chick-fil-A Long Beach in Long Beach, Calif., who nominated the nonprofit for a True Inspiration Awards grant. “Their work is truly inspiring, and

this funding will help further their efforts to provide access to resources and support through a nurturing, whole-family approach that enables young children to thrive.”

**“To have a brand like Chick-fil-A come and outpour such tremendous generosity into our kids and let them know that they are not invisible, and that all things are possible for them, it’s incredible. I am beyond overwhelmed, and the depth of my gratitude is endless.”**

Jennifer Friend, CEO, Project Hope Alliance, 2022 True Inspiration Award grantee

“This grant is a remarkable blessing that will change so many lives for the better,” said Alex Gray, development director at Precious Lamb Preschool. “With the help of Chick-fil-A, we’re able to expand our programming and facilities to give more children and families in Long Beach access to the resources they need to create bright futures.” Precious Lamb was one of **34 grant recipients** awarded a collective \$5 million in late 2021 – that are either Black-led or serve communities of color and address the issues of hunger, homelessness and education. Chick-fil-A restaurant Operators nominated 29 of these nonprofits and nearly 500,000 Chick-fil-A One® Members participated in the selection process by casting their votes in the Chick-fil-A App.

Another honoree, [The Maui Farm](#), is helping homeless mothers and their children on Maui, Hawaii, become self-sufficient by learning essential life skills. The grant directly benefits women and children of Native Hawaiian and Pacific Islander descent who are disproportionately impacted by homelessness, domestic violence and substance abuse. Learn more about our first True Inspiration Awards recipient in Hawaii in this [Chicken Wire article](#).

Since 2015, Chick-fil-A has awarded more than \$17 million in True Inspiration Awards grants to nonprofits leading impactful work in their communities to honor the legacy of our founder, S. Truett Cathy. The long-term effect of these grants on lives and communities is significant. For example, [The Road Home](#), which works to identify housing solutions to end homelessness in Salt Lake City, was honored in 2018, and since then has increased the number of people served from 1,500 to more than 9,100 in 2021.

**“I, along with many other Chick-fil-A Operators in Utah, have provided meals, volunteered with our teams and made financial donations to help The Road Home make sure people have a warm, safe place to sleep, along with case management and other services to integrate them back into the community.”**

Becky Pickle, Operator, Chick-fil-A Mountain View Village and Chick-fil-A South Jordan, Salt Lake City





## Helping nonprofits scale their impact

At Chick-fil-A, we're inspired by the work and impact that nonprofit organizations have on communities and throughout the world. We also recognize that once they are up and running, some nonprofit leaders may struggle with how best to take their work to the next level.

In May 2021, we took action to help address this challenge. More than 200 nonprofit leaders from 146 organizations joined the inaugural **Chick-fil-A Impact Accelerator**, designed to help empower local organizations. The one-day conference – which was broadcast virtually – provided training, resources and community connections to help nonprofits **sustain their purpose and scale their impacts**. We also invited those who attended the Impact Accelerator from Atlanta to apply for a grant to gain additional in-depth training, development and networking through a 10-month cohort program in partnership with metro Atlanta's **Plywood People**, a nonprofit focused on helping startups do good. The Impact Accelerator is yet another way Chick-fil-A is showing care for communities and advancing the important work taking place in the cities and towns we serve.

## Preparing tomorrow's hospitality leaders

Hospitality and serving others is always a priority for all of us at Chick-fil-A. That's why **it was our pleasure to donate \$500,000** to one of the historically Black colleges in Atlanta aiming to become a leader in preparing students for careers in hospitality and organizational leadership. Morris Brown College will teach financial literacy, entrepreneurship, leadership and other valuable workplace skills to the next generation of hospitality managers and owners. The 140-year-old college is even building a hotel on campus that will include classroom space, offer internship opportunities and allow students to gain real-life experience during their studies.

## Leading the way in the "Battle for Holden"

When Clear Creek High School Senior Holden James lost his leg following a tragic accident during football practice, fellow students from his school's Chick-fil-A Leader Academy took the program's tagline of "Impact Through Action" to heart. The national high school leadership program equips students to enact positive change in their local communities, and Holden's friends in League City, Texas, did just that.

For their year-end Impact Project, students organized the "Battle for Holden," a flag football game between community police and firefighters that raised over \$32,000 for Holden's medical needs.

Operators who sponsor Chick-fil-A Leader Academy are committed to inspiring high school students to become leaders who make a difference in their local communities. More than 900 high schools engaged in the program in 2021, with approximately 27,000 students performing a total of 300,000 hours of community service from coast to coast. Since 2013, more than 130,000 Chick-fil-A Leader Academy students have performed over 1.8 million hours of service through the program.

**"Whenever you give students the opportunity to really make an impact, that's when we see awesome things happen."**

Lachelle Cress, Operator, Chick-fil-A Kemah, Pasadena, Texas; Sponsor, Chick-fil-A Leader Academy, Clear Creek High School

## Creating opportunities for today's young people

First jobs create unique opportunities to learn and grow. But how do young people take that first step if they have no idea how to create a resume, no understanding of what a job interview is like and no experience in a real work environment? Because Chick-fil-A cares about preparing students for today's workforce, we engaged with national nonprofit **After-School All-Stars** to launch Chick-fil-A's first "Opportunity Jobs Academy" (OJA). This program aims to reduce employment barriers for underserved young people, ages 16-19, by connecting them with community leaders and role models, like our Chick-fil-A Operators.

More than 70 students and seven Chick-fil-A Operators participated in our pilot programs in Miami and Orlando in Fall 2021, where professional

educators conducted a 10-week course to provide skills training and Chick-fil-A Operators and senior Team Members mentored program participants. In similar Opportunity Jobs Academy initiatives across the country, 92% of participants secured jobs, 100% graduated from high school and 100% enrolled in post-secondary education, trade/technical school, the military or national service.

"Our unique partnership with After-School All-Stars presents a wonderful opportunity for Chick-fil-A Operators and senior Team Members to extend the same care we show Guests inside our restaurants to students in the communities we serve," said Thomas Overby, Operator of Chick-fil-A River Landing in Miami, Fla. "Through the Opportunity Jobs Academy, we are not only teaching valuable career and leadership skills to the local high school students we mentor but making a positive impact on their lives at an important time of personal growth."



### PREPARING STUDENTS FOR THE WORKFORCE

Through our work with Opportunity Jobs Academy, we're helping provide workplace skills training and mentoring to local high school students to help them secure entry-level jobs.







#### DEVELOPING YOUNG LEADERS

Through our partnership with Junior Achievement, we inspire and prepare young people to succeed.

### Discovering the world of finance and business

Elementary school students who aspire to be mayors, bankers, restaurateurs, police chiefs, principals and more discover valuable skills – including career readiness and entrepreneurship – at **Junior Achievement’s** (JA) BizTown® simulated learning centers. JA BizTown combines in-class learning with a day-long visit to a simulated town.

Chick-fil-A Operators have partnered with JA since 2013 to inspire and prepare young people to succeed in the global economy by creating Chick-fil-A restaurants in JA BizTowns across the U.S. In 2021, Operators helped open JA BizTown locations in Savannah, Ga., and Grand Rapids/Lansing, Mich. Plans also are underway for Chick-fil-A to participate in new locations in Baltimore, Salt Lake City, San Antonio and Tulsa, Okla., plus mobile JA BizTown units that bring its learnings directly to schools.

“Helping today’s young people develop career readiness and financial literacy skills is one way we

at Chick-fil-A give back to our communities,” said David Chen, Operator of Chick-fil-A Southroads Shopping Center in Tulsa, Okla. “We’re excited to become the main restaurant sponsor at our local JA BizTown and also to support the mobile JA Finance Park® that helps Oklahoma 8th graders begin to understand the essential life-long skills of budgeting and personal finance.”

Through Chick-fil-A’s partnership with Junior Achievement, we’re also able to support entrepreneurship and workforce readiness in older students. During a two-day virtual event in April 2021, Chick-fil-A innovation coaches led JA high schoolers through the process of prototyping and validating innovative products they developed since the last virtual event in 2020. One product, a reusable and collapsible metal straw called the Sneaky Straw, is already hitting the market.

Chick-fil-A also continues to support JA’s 3DE™ model that helps make the high school experience more relevant, experiential and connected to the real world, often driving student engagement and academic performance.

**“I have been so busy teaching physical science and the periodic table that I didn’t realize my students didn’t know that a check was a form of payment. This experience was invaluable.”**

JA BizTown Teacher, Calhoun Middle School, Calhoun, Ga.

### Celebrating restaurant openings by supporting communities

Every time a new Chick-fil-A restaurant opens, a local community benefits. Our commitment to be a positive influence on the people and communities we serve starts on day one, as we donate \$25,000 to the local **Feeding America**® member food bank in the U.S. or local food bank partner in Canada when we open our doors at each location for the first time.

“Our goal is to help address the interrelated challenges of hunger and homelessness in our community,” said Jordan Schmidt, Operator of Chick-fil-A Devonshire in Windsor, Ontario, Canada. “Our grand opening supported the **UHC – Hub of Opportunities** and **Windsor Family Homes and Community Partnerships (WFHCP)**. UHC helps people get back on their feet with job training, interview coaching and meals. WFHCP gives people access to safe, affordable housing. They also receive our Shared Table donations to feed local families.”

**“Feeding America is grateful to Chick-fil-A for their ongoing efforts to alleviate hunger in communities throughout the United States. Their contributions will make a difference for our neighbors who seek to put food on their tables. Working together, we will continue to make great strides in the fight to end hunger.”**

Claire Babineaux-Fontenot, CEO, Feeding America

In 2021, our partnership with Feeding America helped to provide 15 million meals to communities in need. These contributions support Chick-fil-A’s commitment to provide 200 million meals throughout the communities we serve by the end of 2025. To learn more about how we are fighting hunger, read more about our Chick-fil-A Shared Table™ program (page 17) in this report.



# Caring for others through our food

## Serving great food people can feel good about

This is another way all of us at Chick-fil-A show how much we care. Every day, we strive to nourish our neighbors with great-tasting, freshly prepared meals. We also aim to make a difference in the neighborhoods we serve by donating food to those in need, fostering connections through a shared meal and consciously sourcing our ingredients.

**“Chick-fil-A has always sought to be a caring company - one that looks out for our people, communities, customers and planet.”**

Dan T. Cathy, Chairman, Chick-fil-A, Inc.

### FOOD DONATION

We know a nourishing meal is a critical need for millions of people, which is why we prioritize food donation throughout the communities we serve.

### 2021 HIGHLIGHTS

**12 million**

Meals donated to those in need through the Chick-fil-A Shared Table™ program since 2012

**3**

Chick-fil-A Operators ready to again host Know Your Neighbor events in Austin, Texas to help build a sense of community in local neighborhoods once pandemic restrictions are eased

**6,800+**

Chick-fil-A One® members who redeemed their reward points via the Chick-fil-A App to be used to help others during Hurricane Ida and tornadoes in the Midwest U.S.



OUR 2025 GOAL



Provide 200 million meals to our communities







**GIVING BACK**

More than 1,300 restaurants donate excess food through the Chick-fil-A Shared Table program.

**Celebrating 12 million meals through our Chick-fil-A Shared Table™ program**

In 2021, Chick-fil-A Operators and Team Members achieved an important milestone when they donated the 12 millionth meal through the [Chick-fil-A Shared Table program](#), which helps those in need across the U.S. and Canada.

Since 2012, Chick-fil-A Shared Table has helped reduce food insecurity in local communities by donating excess prepped and cooked food from our restaurants to local organizations that use it to prepare wholesome meals for those in need. Our partners, [Food Donation Connection](#) in the U.S. and [Second Harvest](#) in Canada, have matched more than 1,300 participating restaurants with local shelters, soup kitchens and other nonprofits. Team Members package surplus food, including chicken, biscuits, salads and wraps, which become part of nourishing breakfasts, lunches and dinners. With the help of Chick-fil-A, Second Harvest also achieved an important first in 2021 – delivering quality food to remote, rural and fly-in indigenous communities. “When I helped start this program more than 15 years ago, I never imagined we would impact this many people one day,” said Sandeep Kapoor, Operator of Chick-fil-A Macland Crossing in Marietta, Ga. “It is my hope that this already impressive number of meals donated will double and triple in the years to come.”

**“The impact of Chick-fil-A’s partnership has been deeply felt from coast to coast. Thank you for giving Canadians experiencing food insecurity the peace of mind they need to take care of themselves and their families during these trying times.”**

Lori Nikkel, CEO, Second Harvest

“It is an honor to partner with the Chick-fil-A Shared Table program to help fight hunger and meet the needs of communities across the country,” said Brad Dietz, Director of Operations at Food Donation Connection. “We see firsthand the impact this program has on those needs, and we look forward to continuing to support this important effort in the years to come.”

Chick-fil-A Shared Table contributes significantly to our goal of providing 200 million meals to people in need by the end of 2025. The program also represents all four pillars of our CSR strategy (see more on page 6).

“At Chick-fil-A, we are committed to making a positive impact in the local communities we serve. Our Shared Table program is one way we help care for those in need,” said Rodney Bullard, Vice President of Corporate Social Responsibility. “We know that a nourishing meal is a critical need for millions of people, and we are so proud of the incredible milestone that restaurant Operators, their Team Members and partnering local organizations have reached through this initiative.”

For more information on how Chick-fil-A is feeding those in need and reducing food waste, visit the Caring for our communities (page 12) and Caring for our planet (page 20) sections of this report.

**Donating food to help our communities**

Beyond the Chick-fil-A Shared Table program, Chick-fil-A Operators also regularly donate food to help those in their communities. In 2021, Operators across the country brightened the days of frontline healthcare workers and others associated with local nonprofits by serving them delicious Chick-fil-A meals. For example:

- Nadia Andronovich, Operator of Chick-fil-A Northwoods Mall in North Charleston, S.C., brought her mobile food truck to the Colleton Medical Center in Walterboro, S.C. to feed those caring for patients.
- Luca Caraba Chit, Operator of Chick-fil-A Millennium Park in Chicago, shared a hot meal with those in need at a local homeless shelter.
- Drew Meyers, Operator of Chick-fil-A Midtown Plaza in Birmingham, Ala., served a meal to the New Life Christian School of Excellence, which played a special role caring for one of his Team Members when she lost three family members. They also served lunch to women and children at the Lovelady Center, an organization that is helping 500 families rebuild their lives by providing much needed services like shelter, food and clothing, along with life skills and spiritual guidance.

Our Operators also enjoy celebrating wins within their respective communities. When the Milwaukee Bucks won the National Basketball Association® championship in 2021, Most Valuable Player Giannis Antetokounmpo stopped by his local Chick-fil-A to order 50 nuggets, one for each point he scored in the final game. To honor the victory, Jim Frasier, Operator of Chick-fil-A 124th and Capitol in Brookfield, Wisc., delivered 50 boxed lunches to Hunger Task Force, a local foodbank in Milwaukee.

Altogether, Chick-fil-A Operators donated food to more than 30,000 people in 2021.

**“The moms and their children at the Lovelady Center could not stop thanking us and I could not hold back tears as I drove home that day and reflected on the experience of serving them.”**

Drew Meyers, Operator, Chick-fil-A Midtown Plaza, Birmingham, Ala.



**MEANINGFUL MEALS**

From boxed lunches to trays of Chick-fil-A Nuggets, many Operators donate food throughout their local communities.







## CONNECTING COMMUNITIES

Through the Know Your Neighbor program, Operators are helping create a greater sense of community throughout local neighborhoods.

## Counting on suppliers who make a difference

Caring for others through our food is a shared commitment between Chick-fil-A and our many supplier partners. Our collective dedication to responsible sourcing is one of the reasons we are pleased to work with long-term suppliers like **T. Marzetti**<sup>®</sup>, which makes some of our delicious sauces and dressings from custom Chick-fil-A recipes.

In 1896, Teresa Marzetti arrived in Columbus, Ohio, from Florence, Italy, and opened Marzetti's restaurant. Today, T. Marzetti is owned by Lancaster Colony Corporation<sup>®</sup> and continues to grow by meeting the demand of restaurants like Chick-fil-A for delicious, unique sauces and dressings, and selling its own line of products at retail stores. To accommodate this growth, T. Marzetti is expanding its Horse Cave, Ky. facility, creating 220 new jobs and building a new wastewater treatment plant funded jointly by the company and local Hart County. Chick-fil-A appreciates that T. Marzetti diligently works to minimize its water use and reduce both wastewater generation and disposal to protect the

future of the water supply. T. Marzetti also recently launched an employee assistance fund similar to the new Chick-fil-A Together Fund (see page 9) that helped employees impacted by tornadoes that struck central Kentucky in December 2021. Our shared values help Chick-fil-A serve great food people can feel good about.

## Helping our Guests care for others

With the Chick-fil-A<sup>®</sup> App, Guests earn points every time they order, which can be redeemed for rewards like a complimentary menu item. Once they reach Silver Status, rewards also can be donated to friends and family to share the love. One of our Guests, LaNika, came through a Chick-fil-A drive-thru one day with an extremely generous idea. She wanted to use 50,000 of her Chick-fil-A One<sup>®</sup> reward points to provide meals to people living at a local homeless shelter. "They were so appreciative. I never knew it was going to make that big of an impact," LaNika said. You can hear more from LaNika in [this video](#).

In times of need, Guests also have the opportunity to redeem their points for donations to the American Red Cross<sup>®</sup> through the Chick-fil-A App. In 2021, more than 6,800 Chick-fil-A One Members traded in their reward points via the App so \$238,800 could be donated to support disaster relief efforts, including following Hurricane Ida and the devastating December 2021 Midwest tornadoes.

## Getting to know our neighbors

Life is busy – and we're living in an increasingly virtual world – so it might come as no surprise that one in four people say they don't know their neighbors.<sup>1</sup> With that in mind, three Austin, Texas-area Operators launched **Know Your Neighbor** events in 2016 to help create meaningful connections and a greater sense of community in neighborhoods across their city.

**"We've found that when we connect people with each other over food, it takes the relationship to a deeper, more enduring level. A chicken sandwich can open many doors."**

Alan Williams, Operator, Chick-fil-A Highland Lakes, Marble Falls, Texas

Through this program, Operators encourage neighbors to come together by donating 50 chicken sandwiches, name tags and refrigerator magnets (for participants to write the names and phone numbers of their neighbors) for local Know Your Neighbor events. Operators even provide customizable invitations and a tip sheet for planning a successful event.

While no events were held in 2021 due to COVID-19 restrictions, our Austin-area Operators used the time to develop a robust [website](#) and identify ways to further strengthen the program, which will return with gusto when we can again gather safely.

"People are so appreciative," said Alan. "At one of these events, I met a young man who had moved in with his dad to help care for him. He told me that his father being able to share a chicken sandwich and a smile with his neighbors in his final days shows the real power of connection."

<sup>1</sup> Pew Research, "Facts about neighbors in the U.S."



## Upholding high standards for our food

Following the highest food quality and safety standards is important to Chick-fil-A. This includes protecting the humane treatment of animals and sourcing the safest produce. As the largest chicken chain in the U.S., we have clearly defined **animal welfare standards** and are committed to working only with suppliers who are likewise committed to upholding these requirements. To ensure compliance with our standards, we have members of our Staff who are trained as auditors by the **Professional Animal Auditor Certification Organization (PAACO)**. Auditors pass a comprehensive exam and take regular continuing education courses to advance animal welfare within Chick-fil-A, Inc. We also conduct regular third-party audits of our chicken suppliers to ensure that our high standards are in place.



### DELIVERING CARE TO YOUR DOORSTEP

As demand for delivery increases, so does our focus on infusing our caring, personal touch into every delivery experience.

Additionally, the Chick-fil-A Animal Wellbeing Council of outside academic, scientific and veterinary experts provides regular feedback on our policies and practices. With their input, we are constantly evaluating our approach to animal welfare and ensure it reflects up-to-date best practices.

One advisor of our Animal Wellbeing Council is **Temple Grandin**, a professor of animal science at Colorado State University and prominent animal behaviorist. In December 2021, she met with Chick-fil-A and one of our chicken suppliers to observe our approach and provide guidance for the future. "During my recent visit with Chick-fil-A and Wayne Farms, I really appreciated the transparency and openness. I was very pleased with what I saw at the multiple farming and processing locations," said Temple. "I commend Chick-fil-A for prioritizing animal wellbeing. This commitment is about so much more than money or protecting the brand. Quite simply, it's the right and ethical thing to do."

Because Chick-fil-A purchases millions of cases of tomatoes, lettuce and fruit every year for delicious salads, soups, parfaits and other menu items, we established the Chick-fil-A Produce Safety Advisory Council of outside experts to support our internal team. They help us in driving best-in-class standards for the safety and quality of this produce, which protect the health and well-being of our Guests through the food we serve. "Together we aim to help advance the highest standards across the food industry," said Jessica Jones, a supplier quality lead for produce for Chick-fil-A, Inc. "We're looking at everything with a fresh perspective and sharing our learnings to drive best practices."

## Delivering care and a wholesome meal

In the past few years, Chick-fil-A has seen a dramatic increase in the number of Guests who prefer their meals delivered. As a company known for its caring, personal touch, we've worked hard to infuse our signature customer care into our delivery experience. Restaurants have leaned into this ever-growing opportunity to serve Guests in their community. Our approach starts with the drivers who deliver Chick-fil-A meals to our Guests. Hundreds of our restaurants now offer their own delivery service fueled by more than 20,000 Chick-fil-A Team Members trained to bring the hospitality we're known for straight to our Guests' doorsteps.



### ANIMAL WELLBEING AT CHICK-FIL-A

Temple Grandin, an advisor of our Animal Wellbeing Council, visited one of our chicken suppliers in December 2021 to provide guidance for the future.

Operators also partner with drivers who are contracted with third-party delivery services who pick up at local Chick-fil-A restaurants and deliver to millions of customers across the country. Our restaurants place an importance on caring for drivers, since they are helping us care for our customers. For example:

- Justin Lindsey, Operator of Chick-fil-A Kendall in Palmetto Bay, Fla., created a special area in his restaurant for delivery drivers to gather while waiting for orders. The drivers feel cared for by having a dedicated space to briefly wait, and Justin's team has built relationships with dozens of drivers. The drivers often share feedback to further refine the customer or driver experience.
- Mike Rose, Operator of Chick-fil-A Woburn in Woburn, Mass., views drivers as an extension of his team saying, "Team Members are family." Delivery drivers have reserved parking spaces and never have to wait in line, which means deliveries get to Guests as quickly as possible.

And of course, beyond delivering care when Guests order online, Chick-fil-A Operators and Team Members continue to surprise and delight Guests in other ways:

- To celebrate a beloved Guest on her 104th birthday, Team Members at Chick-fil-A Ashland in Ashland, Ky., provided 104 Chick-fil-A Nuggets and handwritten birthday cards for her party.
- When a favorite frequent customer passed away unexpectedly, Team Members at the Franklin Avenue Chick-fil-A in Waco, Texas, delivered food and a special book of memories they created to the family. "Of all the things people have said or done, this means the most," the customer's daughter said. "It made us happy knowing that a big chain like Chick-fil-A got to know my mom and made us feel like family."





# Caring for our planet

## Acting as good stewards of the planet we share

Caring for our planet is another way we live out our Corporate Purpose. Across Chick-fil-A, we're committed to decreasing our environmental impact by reducing food waste and what we send to landfills, recycling plastics, creating a home for essential pollinators and engaging Guests, employees, suppliers and others in our sustainability journey.

## Building on sustainable best practices

Worldwide, construction debris is responsible for half of all solid waste. At Chick-fil-A, we're doing our part to reduce this waste with a [new and innovative approach to restaurant construction](#). Through modular construction and composite panels – or industrialized construction – portions of our restaurants are constructed offsite, then trucked and set in place at the building site.

In addition to reducing construction timelines and improving building quality, this modernized approach can reduce waste to landfill by as much as 85%. Also, by constructing the building portions indoors, materials are protected from heat, rain and snow. As a result, fewer materials are ordered and those that are unused can be saved for future projects, rather than being sent to a landfill. In late 2020, our first restaurant constructed with this method opened in Roswell, Ga. To date, we have cumulatively saved more than 147,700 bricks, 58,000 man hours and 600 tons of trash by leveraging this approach. As we continue to expand, we look forward to building more of our restaurants in this sustainable and efficient way.

**"To be good stewards of all that is entrusted to us, and for me to serve my Guests and my community, I have to have a good foundation. That starts with the construction. Having walls go up almost overnight and being able to serve our Guests quicker shows so much care."**

Bailey Luna Herring, Operator, Chick-fil-A Thibodaux, La.

### REDUCING FOOD WASTE

From composting to recycling fryer oil, we're continuously innovating to find ways to reduce our environmental footprint.



OUR 2025 GOAL



Divert 25 million pounds of restaurant food waste from landfills



## 2021 HIGHLIGHTS

### 85%

Amount that we aim to reduce waste to landfill through modernized construction approaches for our restaurants

### 3.6 million

Estimated pounds of food waste diverted from landfills through composting by restaurants

### 73 acres

Size of our Support Center campus, which is a certified arboretum

## Wasting less and serving more

All along the food chain, from farm to table, food waste is an issue. In fact, the United Nations estimates that up to one-third of all food grown globally is never eaten.<sup>1</sup> At Chick-fil-A, we're striving to divert more than 25 million pounds of restaurant food waste from landfills by the end of 2025. This promise provides us with the opportunity to address food insecurity while reducing our environmental footprint.

Our commitment to reducing food waste begins with the "cook less, more often" approach our restaurants use every day. By cooking chicken and preparing salads throughout the day instead of in advance, we can minimize the amount of excess food remaining when we close our doors at night.

When we do have leftover food, more than 1,300 Chick-fil-A Operators donate it through our Chick-fil-A Shared Table program, which bridges the gap between restaurants with surplus food and community organizations that feed those in need. See page 17 for more information on Chick-fil-A Shared Table and the program's recent milestone of donating more than 12 million meals since its inception.

## Harnessing innovation to create sustainable solutions

Chick-fil-A and our restaurants also work hard to protect the environment by reducing food waste sent to landfills. For example, many restaurants compost food scraps and recycle fryer oil. In some

communities where composting is not available, we're pioneering the use of an ORCA™ digester – a food waste disposal solution that breaks down food scraps into a liquid that is safe for municipal wastewater treatment plants. This 100% recycling solution is an example of how we're always pursuing what's next and identifying new ways to help Operators prioritize environmental stewardship and reduce the footprint of their restaurants.

"At Chick-fil-A, we're ahead of the curve by proactively using the ORCA technology in our restaurants," said Tom Balsamides, Operator of Chick-fil-A Scenic Highway in Snellville, Ga. Within less than a year of installing this piece of equipment, his restaurant diverted more than 3.1 tons of food waste from a local landfill.

"Having this innovative food waste solution helps us do our part to make our footprint smaller and have a positive impact on the generations to come," he said. "What we do today matters, and we're embracing this opportunity to 'pay it forward' and be a better partner to our community."

## When going around in circles is a good thing

We understand that by supporting a circular economy – where people reuse everything for as long as possible – we can help reduce waste and protect our environment. That's why we became the first quick-service restaurant chain to join the [Association of Plastic Recyclers® Recycle Demand Champions](#). As part of this commitment, we're increasing our use of recycled plastic, or post-consumer recycled resin (PCR).

Throughout more than 2,700 Chick-fil-A restaurants across the country, you'll find PCR used in many places – from 58% in the pallets that deliver our ingredients and supplies to 10% PCR in our trash bags. Even the red polo shirts and blue-and-white striped shirts our Team Members wear are made from recycled plastic bottles. Each red polo contains 19 plastic bottles and the blue polos contain nine.

**"Chick-fil-A's commitment to use post-consumer recycled plastics is a big step in our efforts to drive demand for recycled plastic and ultimately reduce waste."**

Ali Briggs-Ungerer, Director, Market Development, Association of Plastic Recyclers

As a member of the City of Atlanta's Foodservice Packaging Industry Task Force, we are encouraged that paper foodservice packaging is now accepted by area recycling facilities and welcome similar efforts nationwide and internationally. Chick-fil-A Guests in California and Toronto, Ontario, have access to sort stations where enhanced collection and recycling systems are already available. We're also well on our way to our goal of becoming a zero-waste-to-landfill campus at our Support Center.



## SUSTAINABLE FASHION

Some of the apparel worn by Chick-fil-A Team Members is made from recycled plastic bottles.

<sup>1</sup>Food and Agriculture Organization of the United Nations







**GOING GREEN**

The Chick-fil-A Green Team launched in 2021 to help encourage sustainable practices across the Chick-fil-A business and beyond.

**Introducing the Green Team**

In 2021, Support Center Staff who are passionate about caring for the environment came together to launch the Chick-fil-A Green Team. This new Community Group strives to cultivate a “green” mindset across the business by encouraging colleagues to incorporate sustainability into their actions at work and home. The formation of the Green Team was inspired by Staff participation in Support Center events, such as America Recycles Day, Earth Day and other sustainability-related volunteer opportunities. They also play a key role in helping us achieve zero-waste-to-landfill status at our Support Center in Atlanta.

In its inaugural year, more than 100 members are having a positive influence on our planet by encouraging Staff to utilize the sorting stations throughout the Support Center – where they can compost and recycle materials – as well as providing reusable Chick-fil-A water bottles for

all new employees to use when working on our campus. These efforts and others build on Support Center environmental sustainability successes in 2021.

**“The Chick-fil-A Green Team advocates for sustainability. We also educate and empower fellow Staff members to practice sustainability in our day-to-day roles at Chick-fil-A and our personal lives.”**

Melanie Green, Senior Design Lead, Chick-fil-A Green Team

During Hard to Recycle Day, Chick-fil-A diverted more than two tons of electronic waste and six tons of paint, textiles and miscellaneous equipment from landfills and waterways. Through the Chick-fil-A Technology Savings Program, Operators and Staff had the opportunity to purchase certified refurbished laptops, monitors, smartwatches, phones and more. Plus, Staff with electric vehicles can recharge their cars at more than more than 80 parking spots powered by 40 free charging stations across the Support Center campus. (See page 10 for information on other Community Groups at Chick-fil-A.)

**Bee-ing a good neighbor**

One of fewer than 500 certified arboreta

worldwide, Chick-fil-A’s Atlanta Support Center campus is home to more than 70 acres of woods, landscaped gardens, walking trails and wildlife. It’s also home to five beehives that can pollinate more than 1,800 acres across a 3-mile radius. It is our pleasure to participate in Atlanta’s **BEE Downtown** effort to protect these important pollinators – especially since bees have been a part of the Chick-fil-A family for many years. Our Chairman, Dan T. Cathy, is a beekeeper and our Truett’s Luau restaurant in Fayetteville, Ga., also hosts several beehives. Who receives the honey? We share it with new Team Members and Staff, and we sell some to support local nonprofits.

**“The bees that call the Chick-fil-A Support Center campus home play a crucial role as pollinators in sustainable urban agriculture. The bees are also a great way to educate people, employees and families about not only the importance of honeybees, but the role all pollinators and insects play in our ecosystem. A little bit of education goes a long way, so the fact that Chick-fil-A has installed this apiary as an agritourism site for employees and visitors is truly amazing and a positive impact that everyone can be a part of!”**

Leigh-Kathryn Bonner, CEO, BEE Downtown



# Measuring our impact

## Report criteria



### Communities

Groups of individuals who share a commonality through geography or association with an organization within the United States and Canada. These organizations are third-party partners that may include homeless shelters, senior centers, soup kitchens, churches, other nonprofits, food banks, schools, hospitals, youth programs and other community-based programs.



### Economic mobility

The ability of an individual to improve their economic status.



### Meal

A portion of food to satisfy an appetite. Donated meals may be measured in pounds of food donated, meal size or dollar equivalents based on the organization supported, which follow the conversion to number of meals below:

- Weight (lbs.): 1.1 lbs. of food = 1 meal
- Meal size: 1 entrée = 1 meal (Note: an entrée may also include a side, beverage or a dessert, which will be considered to be one meal as one entrée is included)
- Dollar value (\$): \$1 = 10 meals at national level and \$1 = 4 meals at local level



### Skills for life

Skills relevant for securing, retaining and thriving in work and professional development, which includes literacy, leadership skills and job training programs.



### Diverted

Food donated and intended for human consumption, food donated and intended for animal consumption, food waste that is processed in an aerobic digester or food waste that is repurposed for industrial uses, such as rendering, conversion to biofuels or use in an anaerobic digester.



### Educational opportunities

Opportunities that aim to enable individuals to acquire knowledge and certain skills, and to cultivate certain capacities, which may include scholarships, tuition assistance, other education assistance and professional development.



### Provided

When an individual receives support or assistance from Chick-fil-A or a third-party partner. Support or assistance in relation to our goals can include:

- Funding in dollars to support educational opportunities
- Funding in dollars for meals or donated meals
- Funding in dollars to support skills-for-life programs
- Funding in dollars to provide resources that support economic mobility



### Team Members

Chick-fil-A restaurant employees.



### Food waste

Edible and inedible food from Chick-fil-A's operations that is ultimately not consumed and taken to the landfill. Edible food waste includes food that is cooked or prepared that is intended for human consumption. Inedible food waste includes food scraps discarded by customers and by Team Members who prepare food in the kitchen.



### Resources

Includes programs or supplies that address essential human needs, such as access to food and shelter, or offer skills for life training – such as literacy, leadership and job training that can help individuals secure and retain jobs and thrive in the workforce.



### People

Individuals living in the U.S. and Canada in communities who have had access to resources that support economic mobility or who have participated in a skills-for-life program, which includes Junior Achievement, True Inspiration Awards and Chick-fil-A Leader Academy. The Leader Academy estimates the number of participants by applying a 30 participants per class average. Junior Achievement (JA) is measured by the total number of people participating in the entire JA program. True Inspiration Awards (TIA) is measured by the number of people identified by the grantees' approved applications. Chick-fil-A relies on these third-party partners to provide the number of participants to measure the key performance indicator.





## Thank you

Thank you for your interest in corporate social responsibility at Chick-fil-A and our commitment to caring for people, for others through our food, for our communities and for our planet. We invite you to continue following our CSR journey at [chick-fil-a.com](https://www.chick-fil-a.com).

