

CULTIVATE A BETTER WORLD

2022 SUSTAINABILITY REPORT

CONTENTS

INTRODUCTION

A Letter From Our Chairman and CEO 3
About This Report 4
About Chipotle 5
Materiality 7
Innovation 8
Impact Overview 9
Food & Animals 10
People 11
Environment 12
Awards 13
ESG Goals 14

CHAPTER 1
FOOD & ANIMALS

A Letter From Our Vice President and Head of Supply Chain 16
Goals 17
Highlights 18
Supply Chain Priorities 19
Supply Chain Oversight 20
Food with Integrity 22
Our Real Suppliers 23
Commitment To Young Farmers 24
Our Real Ingredients 26
Meat & Dairy Supply Chain 27
Meat & Dairy Standards 29
Featured Meat Supplier 31
Produce Supply Chain 33
Local Growers 34
Featured Grower 35
Additional Ingredients 36
Food Safety 37
A Letter From Our Vice President Of Food Safety 38
Overview & Oversight 39
Supplier Intervention 40
Advanced Technology 41
Enhanced Restaurant Procedures 42
Food Safety Certification 44
Ingredient Traceability 45
Advisory Board 46

CHAPTER 2
PEOPLE

A Letter From Our Chief Diversity, Equity & Inclusion Officer Vice President, People 48
Goals 49
Values 50
Highlights 51
Employee Overview 52
Attracting Talent 53
Benefits Overview 54
Employee Compensation 55
Promotions & Turnover 56
Developing & Training Talent 57
GM Stability 58
Engage & Retain Talent 59
Diversity, Equity & Inclusion 60
DE&I Strategy 61
DE&I Journey 62
Non-Discrimination 63
Diversity Stats 64
Additional Inclusion 65
Employee Resource Groups 66
Employee Safety 67
Giving 68
Fundraisers & Donations 69
Round Up For Real Change 71
Corporate Giving 72
Cultivate Foundation 73
Governance 74
Executive Compensation 75
Board Of Directors 76
Senior Management 78
Stakeholder Engagement 79
Ethics 80
Protecting Our Customers 81
Marketing 82

CHAPTER 3
ENVIRONMENT

A Letter From Our Head Of Sustainability 84
Goals 85
Highlights 86
Climate 87
Risk & Adaptation 88
Emissions 89
Sustainable Design & Development 90
Renewable Energy Strategy 91
Scope 3 Emissions 92
Regenerative Agriculture 93
Real Foodprint 94
HowGood Partnership 95
Menu 96
Water 97
Waste 98
Construction Waste 99
Reuse 100
Harvest Program 101
Featured Charity 102
Waste & Diversion 103
Sustainable Packaging 104
Forward-Looking Statements 106

APPENDIX 107







A LETTER FROM OUR CHAIRMAN AND CEO

Since I joined Chipotle, we have continued to demonstrate strength and resilience regardless of the uncertainties the world faced, and 2022 was no exception. As I reflect on the last year, I am proud of how our teams remained true to Chipotle's purpose and pushed the boundaries with digital innovations and more sustainable options to advance ourselves and the entire restaurant industry. Chipotle's Food with Integrity principles guided our responsible sourcing and further enhanced our menu of real ingredients.

Our greatest priority is to safely serve our communities delicious food made fresh daily. We remain committed to that more today than ever, and we will continue to grow our people with the same level of care that goes into our food. Chipotle's culinary, combined with talented leaders and a thriving culture, is our recipe for growth for many years to come. I, along with the rest of the organization, strongly believe that how we grow our food is how we grow our future. For that reason, sustainability is and will always be a strategic priority for Chipotle.

I am thrilled to share Chipotle's 2022 Sustainability Report with you, which showcases our progress across People, Food and Animals, and the Environment against the goals outlined in our 2020 Sustainability Report. For the third year in a row, we have tied a portion of our executive compensation to achieving various goals to ensure our leaders are held accountable for making responsible business decisions. While our work will never be complete, we are immensely proud of the actions and adjustments we've made to-date. We invested in our people, supported our communities, and worked to reduce our environmental impact, and in my opinion, we are just getting started.

Our world class teams continue to identify opportunities to innovate, expand upon our mission, and create meaningful change at scale. I am optimistic about our future and look forward to achieving our aggressive goals and delivering on our promise to Cultivate a Better World.

I welcome you to reach out to us at Sustainability@chipotle.com and share your thoughts and questions about sustainability at Chipotle.

Thank you,



Brian Niccol
Chairman and CEO, Chipotle

ABOUT THIS REPORT

In keeping with our core values, we are proud to release our 2022 Sustainability Report to transparently share our efforts and impacts to fulfill our mission of Cultivating a Better World. In compiling this report, we've engaged stakeholders; gathered and audited our environmental, social, and governance (ESG) data; worked with our leadership team to ensure alignment; and identified new ways to revisit our internal sustainability operations. The data in this report covers activities and initiatives that occurred during fiscal year 2022 spanning January 1, 2022 – December 31, 2022.

The report covers our owned and managed operations, including leased real estate. As part of this reporting process, we've taken a close look at our operations and how we track our data. We continue to assess Chipotle's ESG impacts across our supply chain, and we're always working to fully understand and measure the environmental and social impacts of our business across our entire value chain.

Chipotle has reported the information with reference to the GRI Standards. In addition to the GRI Standards, the report references Task Force on Climate-related Financial Disclosures (TCFD) and the Sustainability Accounting Standards Board (SASB) frameworks.

Thank you for taking the time to read our Sustainability Report.



ABOUT CHIPOTLE

Since our beginning in 1993, Chipotle has been committed to serving Food with Integrity and revolutionizing the fast food Industry. Our real ingredients are responsibly sourced and classically cooked with people, animals, and the environment in mind. Everything is connected.

Though our heritage is one of transformation and innovation, one thing will never change: Chipotle's commitment to doing what's right. Our relentless pursuit for making ethical choices at all times is what has built trust in Chipotle—from our customers, business partners, colleagues, and investors. Every person within the organization is responsible for maintaining trust, both internally and externally. Cultivating a Better World is not easy, but when we all do our part, we can make a difference.

The idea behind Chipotle is simple: food served fast doesn't have to be "fast food." Using high-quality, wholesome ingredients, classic cooking techniques, and an interactive service format where guests choose exactly what they want, we strive to make delicious, sustainable food accessible to all in a welcoming and engaging environment. We've been devoted to sourcing and cooking high-quality ingredients since we opened the doors of the first Chipotle in 1993. Today, nearly 3,200 restaurants later, we are a leader in "fast-casual" dining—the fastest growing category of the restaurant industry—where the ethos of full-service restaurants is combined with the convenience of fast food.



ABOUT CHIPOTLE

GENERAL

Chipotle Mexican Grill, Inc. (NYSE: CMG), a Delaware corporation, is Cultivating a Better World by serving responsibly sourced, classically cooked, real food with wholesome ingredients without artificial colors, flavors, or preservatives. Together with its subsidiaries ("Chipotle," "we," "us," or "our"), Chipotle had nearly 3,200 restaurants as of December 31, 2022, in the United States, Canada, the United Kingdom, France, and Germany and is the only restaurant company of its size that owns and operates all its restaurants. Chipotle is ranked on the Fortune 500 and is recognized on the 2023 list for Fortune's Most Admired Companies. Chipotle Mexican Grill restaurants feature a menu of burritos, burrito bowls (a burrito without the tortilla), tacos, quesadillas, and salads. With over 100,000 employees passionate about providing a great guest experience, Chipotle is a longtime leader and innovator in the food industry. We are committed to making our food more accessible to everyone while continuing to be a brand with a demonstrated purpose as it leads the way in digital, technology, and sustainable business practices. Nearly 30 years after our first restaurant opened in Denver, Colorado in 1993, our devotion to seeking high-quality ingredients, raised with respect for animals, farmers, and the environment, remains at the core of our commitment to Food with Integrity.

Headquartered in Newport Beach, California, we manage our operations based on eight regions and have aggregated our operations to one reportable segment. Our revenue is derived from sales by company-owned restaurants. In 2022, we reported $8.6 billion in revenue.

BUSINESS STRATEGY

We are a brand with a demonstrated purpose of Cultivating a Better World. Our mission is to win today while creating a bright future by focusing on five key fundamental strategies:

Making the brand more visible and loved; utilizing a disciplined approach to creativity and innovation; leveraging digital capabilities to drive productivity and expand access, convenience, and engagement; engaging with customers through our loyalty program; and running successful restaurants with a strong culture that provides great Food with Integrity while delivering exceptional in-restaurant and digital experiences.

HUMAN CAPITAL

As of December 31, 2022, Chipotle employed nearly 105,000[2] people worldwide[2]. In the United States, we employed nearly 102,000 people in our restaurants and approximately 1,100 people in our Restaurant Support Centers (RSCs) and field support organizations; approximately 1,600 are employed in Canada, France, Germany, and the United Kingdom. We believe our efforts to manage our workforce have been effective, as evidenced by a strong culture and our employees' demonstrated commitment to living our purpose and values.

CULTURE, VALUES AND DIVERSITY, EQUITY AND INCLUSION

As a people-first company rooted in values, our purpose of Cultivating a Better World extends beyond serving nutritious food using real ingredients. It means hiring world-class individuals dedicated to investing in their future and partnering together to positively impact the communities they serve. Most notably, our diversity and inclusion strategy is to foster a culture that values and champions diversity, while leveraging the individual talents of all team members to grow our business and Cultivate a Better World.

[1]Also operate five non-Chipotle restaurants.
[2]Includes Chipotle and non-Chipotle restaurant employees.

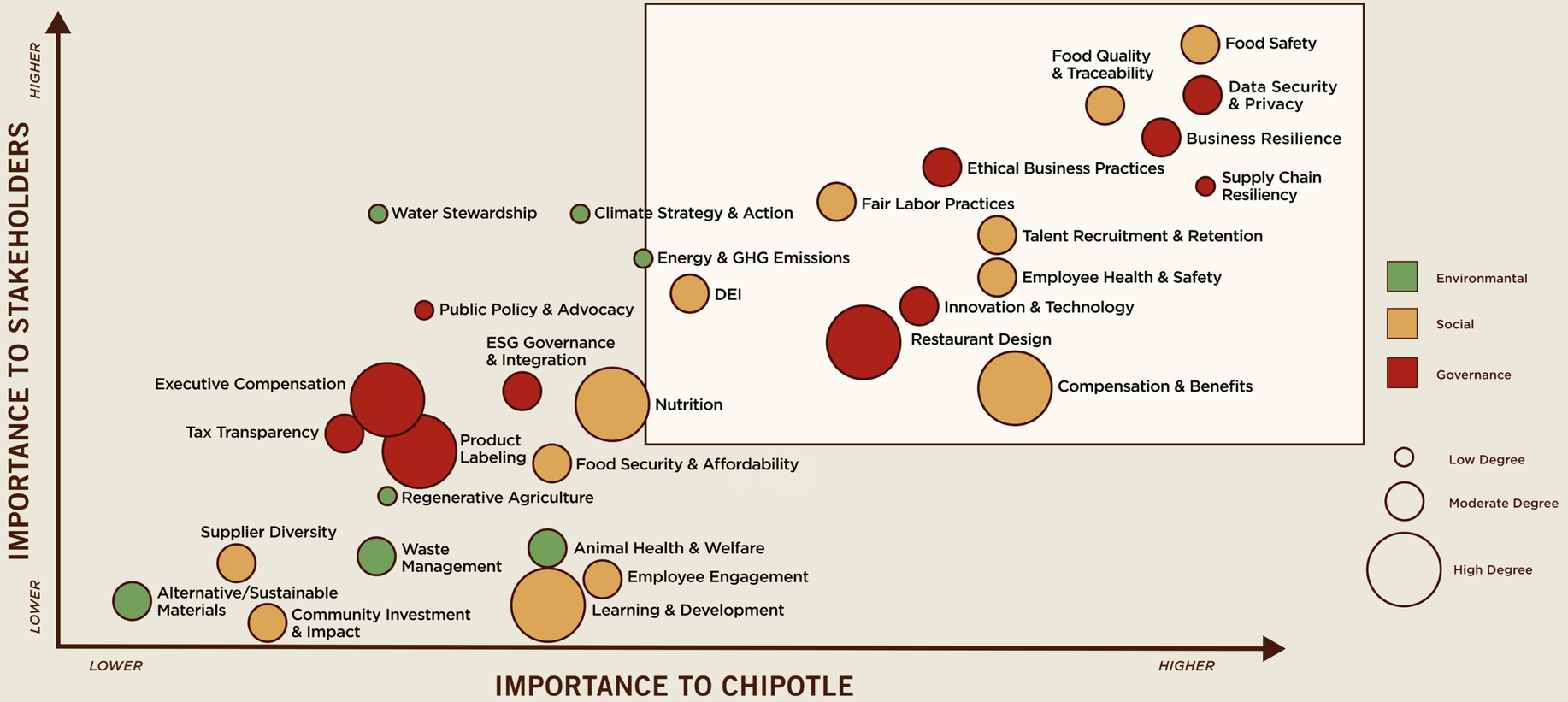


MATERIALITY

Chipotle informs our ESG strategy and disclosure through materiality assessments. In 2022, we completed a new materiality assessment where we identified key issues based on external trends, peer benchmarking, and stakeholder concerns as well as internal insights and business information.

Our process included engagement with NGO partners, investors, suppliers, academia, internal employees, our leadership team, and the Lead Director from our Board. We prioritize issues for strategic planning that hold significant importance to our stakeholders while also having the greatest potential to impact our business and evaluate our degree of control. This report will focus on our highest priority issues in detail and cover the other priority issues as applicable.

2022 MATERIALITY MATRIX



INNOVATION

An innovator in restaurant technology, Chipotle continues to invest in emerging solutions to support its growing digital business and reduce friction in its restaurants. We believe technology deployed consistently and correctly can improve the human experience.

CHIPPY AND AI KITCHEN MANAGEMENT SYSTEM

One of our latest digital innovations, Chippy, is an autonomous kitchen assistant that integrates culinary traditions with artificial intelligence to make tortilla chips. Chipotle's culinary and technology teams partnered with Miso Robotics to customize its latest robotic solution to cook and freshly season Chipotle's delicious tortilla chips.

Leveraging artificial intelligence, Chippy is trained to cook chips to perfection, season with a dusting of salt, and finish with a hint of fresh lime juice. The company is leveraging its stage-gate process to listen, test, and learn from crew and guest feedback before deciding on a national implementation strategy.

We also piloted a demand-based kitchen management system in eight Southern California restaurants that uses artificial intelligence to notify restaurant staff of ingredient levels in real-time so that cooks know how much prep is needed and when to start cooking.

CULTIVATE NEXT

In 2022, Chipotle formed Cultivate Next, a new venture fund established to make early-stage investments into strategically aligned companies that further our mission to Cultivate a Better World. Cultivate Next's aim is to supply seed to Series B stage companies that can accelerate our strategic priorities such as running great restaurants, amplifying technology and innovation, further advancing our Food with Integrity mission, and expanding access and convenience for consumers. The new venture fund has an initial size of $50 million and is currently financed solely by Chipotle.

"We are exploring investments in emerging innovations that will enhance our employee and guest experience, and quite possibly revolutionize the restaurant industry. Investing in forward-thinking ventures that are looking to drive meaningful change at scale will help accelerate Chipotle's aggressive growth plans."

– Curt Garner,
Chief Technology Officer, Chipotle

CULTIVATE NEXT

In July 2022, we announced our first two investments in Hyphen and Meati Foods.

HYPHEN

Hyphen is a food service platform that designs tools to bring commercial kitchens closer to their full operating potential. Hyphen is developing its second-generation makeline, which automates meal production under the counter of a standard makeline. This technology could support Chipotle's incoming digital orders in the future, allowing crew to focus on preparing food for in-house guests.

MEATI

Plant-powered options have been a priority for Chipotle's ongoing menu innovation over the past few years. Meati Foods serves nutrient-dense, whole-food products made from mushroom root. The mushroom root used in Meati products are grown indoors year-round in an ultra-clean, pure environment that is unexposed to pollutants, pesticides, antibiotics, or growth hormones. Meati's products are created in a way that protects and preserves our planet's water, land, and air.

IMPACT OVERVIEW

In 2022, we sought to continue making a real impact for our communities, people, and planet.



2022 IMPACT OVERVIEW

FOOD & ANIMALS

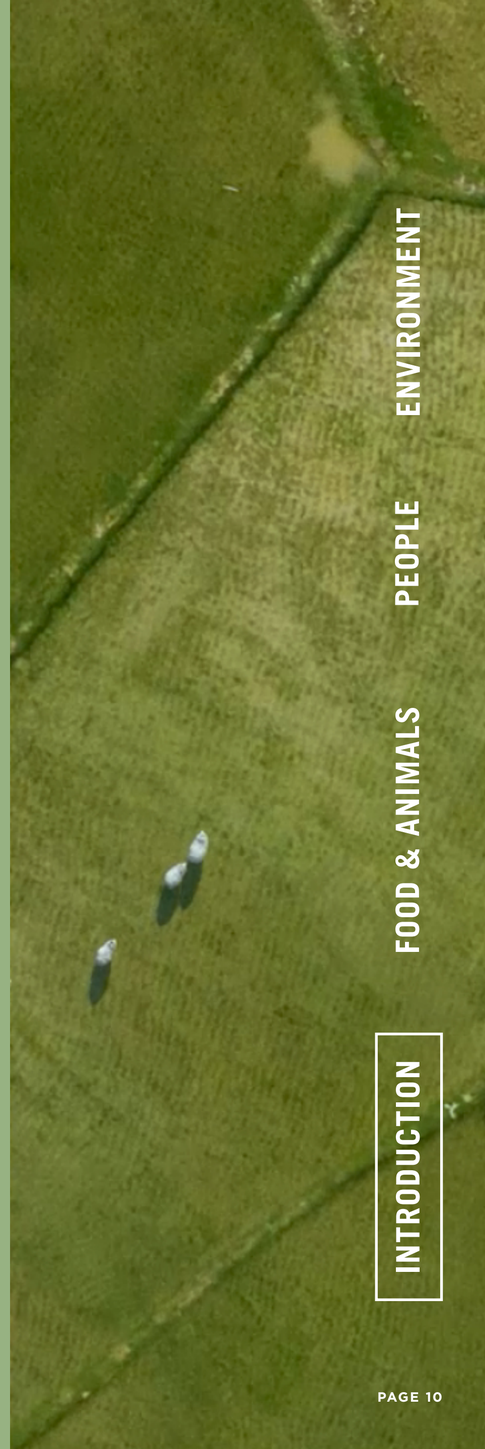
22 MILLION pounds of organic and transitional ingredients purchased

More than **36 MILLION** pounds of local produce purchased[3]

$35 MILLION invested into local food systems

232 MILLION pounds of animal welfare certified pork, chicken, and beef purchased[4]

[3]Food sourced from within 350 miles of a distribution center is defined as local.
[4]Certified refers to third-party animal humane certification.



2022 IMPACT OVERVIEW

PEOPLE

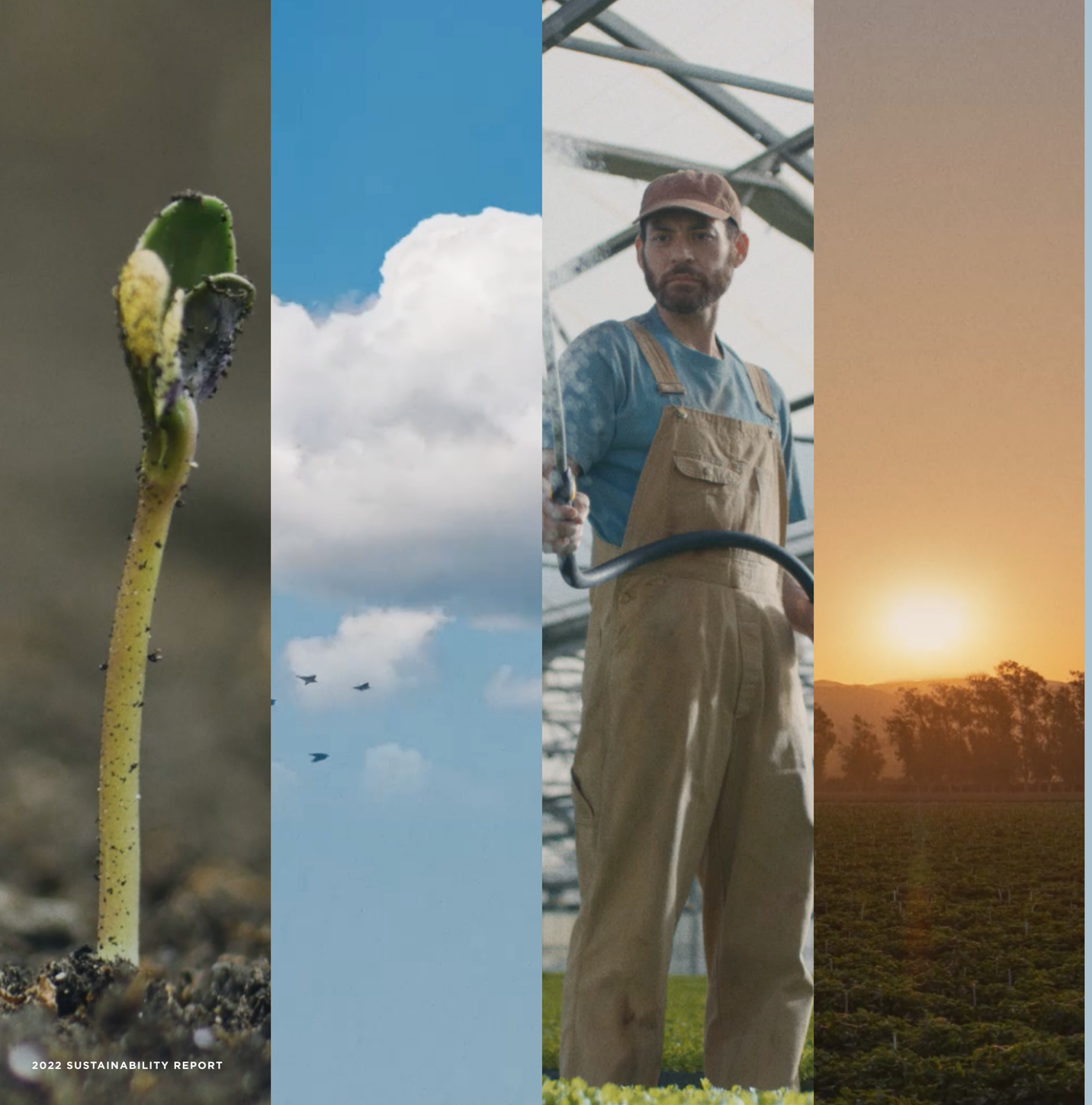
$6 MILLION donated to local community organizations through 29,000 in-restaurant fundraisers

Achieved a Human Rights Campaign Corporate Equality Index score of **100%**

90% of our employees surveyed say Chipotle is a great place to work







2022 IMPACT OVERVIEW

ENVIRONMENT

100% of our new restaurant openings participated in our food donation “Harvest Program”

40% of our electricity was purchased from renewable sources[5]

13% reduction in our direct greenhouse gas emissions[5]

[5]Includes the purchase of energy attribute certificates. See Environment section for additional information.

AWARDS

BLOOMBERG
Gender Equality Index

BUILT IN
100 Best Large Companies to Work for in 2022

FAST COMPANY
World's Most Innovative Companies

FAST COMPANY
Best Workplaces for Innovators – Large Companies

FORTUNE
World's Most Admired Companies

HUMAN RIGHTS CAMPAIGN
Best Places to Work for LGBTQ; 100 Rating on 2022 Corporate Equality Index

INVESTOR'S BUSINESS DAILY
100 Best ESG Companies

LATINO LEADERS
Best Places to Work for Latinos

NEWSWEEK
America's Most Loved Workplaces

MERCY FOR ANIMALS
Canada's Animal Welfare scorecard Gold Tier

WORLD ANIMAL PROTECTION
"Quit Stalling Report" Gold Tier

WORLD ANIMAL PROTECTION
"Moving the Menu Report" Leading

FORTUNE
Fortune's Change the Word List

FAST CASUAL
Excellence in Food Safety

VEGOUT AWARD
Best Vegan-Friendly Fast Food



ESG GOALS

In March of 2021, we introduced a new Environmental, Social, and Governance (ESG) metric that ties a portion of executive compensation to ESG goals.

The objectives, which are categorized by Food & Animals, People, and the Environment, hold our executive leadership team responsible to make business decisions that Cultivate a Better World.

The ESG metric can increase or decrease overall payout under the bonus plan by 15%, based on level of achievement of the ESG goals.

2023 ESG Goals

Improve retention of our diverse employees relative to those who are non-diverse[9]

Establish composting programs at 235 restaurants

Purchase 37.5 million pounds of locally grown ingredients[10]

2022 ESG Goals Achieved

PEOPLE

Increase diversity to 60% within our internal pipeline of candidates[6]

Reached 63% diversity within our internal pipeline of candidates

FOOD

Purchase at least 57 million pounds of organic, transitional, and/or locally grown ingredients[7]

Purchased 58.3 million pounds of organic, transitional, and/or locally grown ingredients

ENVIRONMENT

Reduce Scope 1 and 2 greenhouse gas (GHG) emissions by at least 5%

Exceeded our goal with GHG emission reductions of 13% below 2019 baseline[8]

[6]For all promotions into salaried restaurant support center positions and Field management positions such as Field Leaders, Team Directors, and Regional Vice Presidents.
[7]Rice and beans are excluded.
[8]Includes the purchase of energy attribute certificates. See Environment section for additional information.
[9]Includes U.S. based RSC and Field Operations (Field leaders and above) employees.
[10]Food sourced from within 350 miles of a distribution center is defined as local.

FOOD & ANIMALS



FOOD & ANIMALS

LETTER FROM CARLOS LONDONO, VICE PRESIDENT OF SUPPLY CHAIN

Every day, we work to build the capabilities within our supply chain to help further Chipotle's mission of Cultivating a Better World. Chipotle is committed to sourcing high-quality ingredients that are grown, raised, and harvested with respect for people, animals, and the land. Our strategy is guided by our Food with Integrity principles, which is our approach towards sourcing responsibly raised or grown ingredients, as well as our preparation process using true culinary techniques. We work to create and celebrate integrity in all aspects of our business, including how workers are treated, crops are grown, animals are handled, and the environment is impacted. We are developing people, enhancing technology, and doing our part to try and improve the planet. Conducting our business responsibly has enabled us to achieve sustainable growth and deliver our guests an outstanding experience in our restaurants.

The strong relationships that we have forged with our supply chain partners have contributed greatly to our success. They are an integral part of Chipotle's identity as they are the seeds in the ground, growing and implementing practices and systems that fulfill the ongoing needs of the organization. They have been resilient and successfully adapted to all of the challenges in this uncertain economic environment.

We actively engage with suppliers to invest in technology, create efficiencies, and develop practices at the forefront of the industry. For example, we are utilizing Radio Frequency Identification technology for traceability, encouraging regenerative agricultural practices, and evaluating packaging solutions that will support a circular economy. I'm excited to see what the future holds and look forward to continuing to support our suppliers and bring our real ingredients to more communities.



Carlos Londono
Vice President and Head of Supply Chain



GOALS

FOOD & ANIMALS

ACHIEVED

GOAL: Achieve 100% American Humane certification for our chicken by 2022.

PROGRESS: In the United States, 100% of the chicken purchased was American Humane certified[11].

ON-TRACK

GOAL: Give $5 million over the next five years (by end of 2025) to help young farmers.

PROGRESS: Provided over $1 million to farmers since initial commitment.

GOAL: Convert over 400 acres of conventional farmland to organic farmland by 2025.

PROGRESS: We have partnered with our growers to convert over 214 acres of conventional farmland to organic farmland via transitional growing methods.

[11]100% American Humane certified purchases achieved by December 31, 2022.





FOOD & ANIMALS



22 MILLION

More than 22 million pounds of organic and transitional ingredients purchased



36 MILLION

More than 36 million pounds of local produce purchased



232 MILLION

Pounds of animal welfare certified pork, chicken, and beef puchased[12]



[12]Certified refers to third-party animal welfare certification.



SUPPLY CHAIN PRIORITIES

FOOD & ANIMALS

FOOD WITH INTEGRITY

Since the first Chipotle opened in 1993, we've served fresh, wholesome ingredients prepared using classic cooking techniques. It has always been a top priority to ensure our food is safe, delicious, and made from responsibly sourced ingredients.

FOOD SAFETY

We work to ensure all the food Chipotle serves is safe, wholesome, and delicious. More details on our industry leading food safety program can be found later in this section.

QUALITY

We assure the quality of our food across a significant number of metrics including animal welfare, environmental considerations, and taste. We also measure the quality against the standards we set for our meats from animals raised responsibly (our Food with Integrity guidelines).

EFFICIENCY

Our approach to efficiency is founded on establishing long-term relationships with our suppliers. We work to help them meet our exact sustainability and quality standards, while setting equitable prices.



FOOD & ANIMALS

SUPPLY CHAIN OVERSIGHT

Chipotle is committed to sourcing ingredients that are grown, raised, and harvested with respect for people, animals, and the land. We work to create and celebrate integrity in all aspects of our business, including how workers are valued and the way crops are grown, animals are treated, and the environment is impacted.

Chipotle strives to grow and earn profits ethically by balancing social, environmental, and financial commitments to shareholders, customers, employees, and the public. We seek out suppliers who share and champion our core values, and act with honesty and integrity. We also envision that our suppliers are always getting better and helping us improve the meals we serve to customers.

We require our food, beverage, paper, and packaging suppliers to comply with the Supplier Code of Conduct, which requires compliance with applicable laws and prohibits forced labor, child labor, violation of applicable standards for working hours and conditions, and other subjects related to human trafficking and slavery or a substantial equivalent. Suppliers are subject to inspections—announced and unannounced, by us and also third parties—to verify compliance with our supplier standards. All of our food suppliers must certify compliance with the terms of the applicable supplier standards every year.

Our Procurement practices set supplier standards across multiple product categories, from the equipment we use in our kitchens, to the meat and dairy we serve to our customers, to the packaging that contains our food. Our Animal Welfare team sets exacting standards to which our meat and dairy suppliers must adhere, and every year we require signed affidavits affirming their compliance. We obtain product specification forms from all our packaging suppliers and evaluate each form to ascertain the source of raw materials and the percentage of recycled content they contain.

We work hard to ensure there are checks and balances throughout our business. One of the ways we do this is through direct oversight. Our Supply Chain team has oversight of our sourcing standards, under the direction of our Officers.

Maintaining our high levels of quality and safety in our restaurants partly depends on acquiring high-quality, fresh ingredients and other necessary supplies that meet our specifications from reliable suppliers. The 24 independently owned and operated regional distribution centers purchase from various suppliers we carefully select based on quality, price, availability, and the suppliers' understanding and adherence of our mission. We've also sought to increase, where practical, the number of suppliers for our ingredients to help mitigate pricing volatility and reduce our reliance on one or several suppliers, which could create supply shortages. In addition, we closely monitor industry news, trade tariffs, weather, exchange rates, foreign demand, crises, and other world events that may affect our ingredient prices. Certain key ingredients like particular cuts of beef, tomatoes, tortillas, and adobo are purchased from a small number of suppliers.





SUPPLY CHAIN OVERSIGHT

FOOD & ANIMALS

We are committed to complying with the law and maintaining the highest standards of honesty, integrity, and conduct. Chipotle also requires that its suppliers comply with basic principles and regulations that protect and respect workers, animals, and the land.
We proudly do business with suppliers who uphold the same principles. Suppliers comply with all applicable laws, regulations, customs, and industry standards relating to employment and human rights, including but not limited to:

FORCED LABOR AND VIOLENCE AGAINST WORKERS

The use of forced or prison labor and any form of indentured servitude by a supplier and its subcontractors is forbidden. Physical punishment, confinement, use of weapons, threats of violence, or other forms of physical, sexual, psychological, or verbal harassment or abuse is strictly prohibited.

CHILD LABOR

The unlawful use of child labor by suppliers or any of its subcontractors is forbidden under any circumstances. If the country in which the supplier is doing business does not define “child” for purposes of minimum age of employment, the minimum age shall be 15 years of age. If the supplier employs minors, the supplier shall comply with all laws regulating hours and working conditions for minors.

WAGES AND WORKING HOURS

Employees and workers of suppliers and any subcontractors of suppliers must be fairly compensated and provided with wages and benefits that comply with applicable laws, including required compensation for overtime work and other premium pay dictated by law. Suppliers and their subcontractors shall comply with all laws and with industry standards pertaining to the number of hours worked per day or week and consecutive days worked. Employees and workers shall be provided with reasonable daily and weekly work schedules and adequate allowance shall be made for time off.

NON-DISCRIMINATION

Suppliers and their subcontractors shall comply with laws prohibiting discrimination in hiring and employment practices on the grounds of race, color, religion, sex, age, physical ability, national origin, sexual orientation, gender identity, and any other applicable basis. Suppliers and their subcontractors shall also comply with laws prohibiting unlawful harassment and retaliation.

WORKPLACE ENVIRONMENT AND ACCOMMODATIONS

All employees must be, and perceive themselves to be, safe in their workplace. Suppliers shall provide their employees and workers with safe and healthy working and, where provided, living conditions. At a minimum, potable drinking water, clean restrooms, adequate ventilation, fire exits, essential safety and protective equipment, and related training, an emergency aid kit and access to emergency medical care, and appropriately lit workstations must be provided. Work and living facilities must be constructed and maintained in accordance with the standards set by applicable codes and ordinances. Suppliers shall not endanger any employee’s or worker’s safety. Living accommodations must be clean, safe, and meet the reasonable, basic needs of residents.

IMMIGRATION COMPLIANCE

Suppliers shall comply with immigration laws, including in the United States. the Immigration Reform and Control Act and related regulations that require employers to determine the identity and work eligibility of employees and take appropriate action if they become aware that an employee does not have appropriate authorization or status to work in the United States.

ETHICAL BUSINESS PRACTICES

Suppliers are forbidden to participate in or condone bribing, falsifying documents, collusive bidding and price fixing, and unfair trade practices and must fully comply with the Foreign Corrupt Practices Act and related regulations.

ENVIRONMENT AND SUSTAINABILITY

We believe that protecting the environment is all of our responsibility. Chipotle complies with all applicable environmental laws, regulations and permit requirements and expects all companies and contractors with which we partner to do the same. Suppliers shall comply with environmental laws and regulations and conduct their operations in ways that conserve natural resources.



FOOD & ANIMALS

As part of our Food with Integrity (FWI) commitment, we require our suppliers to follow the Supplier Code of Conduct[13]

RESPONSIBLY RAISED MEATS

All animals have been responsibly raised, which means that they're treated humanely from birth to slaughter, fed a vegetarian diet, and never given added hormones or sub-therapeutic antibiotics.

RBGH FREE

100% of the milk in our sour cream, cheese, and queso comes from cows that have never been treated with rBGH (Recombinant Bovine Growth Hormone).

OUTDOOR-RAISED DAIRY

Dairy cows have daily access to the outdoors and are fed an all-vegetarian diet. Our dairies do not administer sub-therapeutic antibiotics or added hormones to any cows in our active milk herd.

GMO FREE

All ingredients sold to us are non-GMO (however some beverages may contain GMO ingredients, and much of the meat and dairy comes from animals fed at least some GMO grain).

All ingredients and processes must comply with our Food Safety and Quality Assurance requirements.

All ingredients must be traceable, with transparency covering point of origin, growing, handling, and harvesting practices.

We also strongly prefer (but do not require) that our suppliers comply with the following aspirational attributes, when possible.

ORGANIC

Produce should be grown organically as per USDA Organic Certification.

LOCAL

Produce should be sourced from within 350 miles of a distribution center. The majority of our restaurants are located within 80 miles of a distribution center.

FARMERS

Farmers should raise their animals and crops with respect for the long-term health of the land and community.

All suppliers and their affiliates, subcontractors, employees, workers, and agents must comply with our Code of Conduct. Suppliers shall immediately notify Chipotle of any violation of the Code of Conduct. Failure to comply with the Code of Conduct shall be cause for Chipotle to revoke a supplier's approved status and, at Chipotle's discretion, to terminate any agreements Chipotle has with such supplier. The Code of Conduct is in addition to any other Chipotle policies, codes, and agreements which might apply to a supplier, and Chipotle may add to or modify the Code of Conduct, and request suppliers to accept and agree to the terms, from time to time.

NOTICE, MONITOR, AND COMPLAINTS

Suppliers shall notify their employees and workers of the applicable Code of Conduct and suppliers' obligation to fully comply with it. Suppliers shall also communicate the applicable Code of Conduct to its affiliates, subcontractors, employees, workers, and agents. Each supplier shall be responsible for monitoring its own business, and the business of its subcontractors and affiliates, for compliance with the Code of Conduct. Suppliers shall implement and maintain a program for employees, workers, and other people to report complaints and concerns to the supplier. Suppliers will respond meaningfully to complaints with the intent to reach a swift resolution.

VALIDATION BY CHIPOTLE

Chipotle may conduct inspections, audits, and evaluations of suppliers and their business practices, records, facilities, and, where provided, housing accommodations. Chipotle may also conduct inspections, audits, and evaluations of suppliers' subcontractors, affiliates, and agents. Suppliers shall preserve all information necessary to demonstrate and document compliance with the Code of Conduct. Chipotle follows a continuous improvement philosophy and will work with suppliers on corrective action plans to address any negative audit findings.

[13]FWI is applicable to food and beverage suppliers. Refer to our website for the full Supplier Code of Conduct.



OUR REAL SUPPLIERS

FOOD & ANIMALS

OUR SUPPLIERS

Our suppliers are integral to our business, and we're proud of the partnerships we've established with them through the years. That's why we wanted to dedicate this section to our inspiring partners and feature some of their amazing work.

The impact goes both ways. Our suppliers help us achieve our mission to Cultivate a Better World, and we support our suppliers in developing environmental standards and sustainability goals.

Many of our suppliers have their own sustainability initiatives relating to water usage, energy usage, and employee welfare. Additionally, we take into account opportunities for environmental efficiencies within our supply chain, such as measuring the amount of water used per animal. In 2022, we did not identify any unacceptably negative environmental impacts through our regular supplier auditing process.

We have conversations with all potential suppliers to better understand their company's approach and policies relating to sustainability. We also require tours of our suppliers' facilities to evaluate operations and discuss opportunities for improvements. Finally, in an effort to increase transparency throughout our value chain, we ask our suppliers the geographical origin of their raw materials.

We sent an initial survey to all suppliers on sustainability and diversity in 2020. We are using the results to inform our strategies for further engagement with suppliers.





FOOD & ANIMALS

In the United States, young farmers are facing more challenges than ever.

50%

50% of all United States farmland is expected to change hands and is at risk of being developed.[14]

TOP CHALLENGES OF YOUNG FARMERS

69% Of young farmers struggle finding access to capital[14]

13% Increase in total United States farm expenditures over the last 5 years[15]

2 MILLION Average rate of 2 million acres of farmland lost per year[16]

[14]Based on the National Young Farmers Coalition's National Survey.
[15]Data based on the USDA 2021 United States Farm Expenditures Report.
[16]Data based on the USDA 2017 Census of Agriculture.

COMMITMENT TO YOUNG FARMERS

FOOD & ANIMALS

FARMERS INSPIRE US

How we grow our food is how we grow our future. That's why we have made a commitment to give $5 million by 2025 to help young farmers.

By focusing on young farmers, we are ensuring our support of sustainable agriculture. According to the National Young Farmers Coalition's National Survey, more than 86% of young farmers are farming sustainably.

Since 2019, Chipotle has pledged to help reinvigorate the fading farming industry for future generations. Some of our programs include:



ONE MILLION ACRES FOR THE FUTURE

We helped raise over $1 million to support the National Young Farmers Coalition efforts to advocate for policy change in the 2023 Farm Bill that would facilitate equitable access to one million acres of land for the next generation of farmers. Further, through our Round Up for Real Change program, we raised an additional $330,000 to support the organization.



YOUNG FARMER 'SEED' GRANT PROGRAM

Seed Grants help remove barriers to make it possible for the next generation of farmers and ranchers to succeed. We provide annual grants of $5,000 each to young farmers in need through our partnership with the National Young Farmers Coalition.



TRACTOR BEVERAGE CO.

All Tractor Beverages sold by Chipotle help farmers, with 5% of Chipotle's profits from its sale of these beverages being donated to causes that benefit farmers. Funds expand Chipotle's existing farmer programs including scholarships and grants to start, run, or grow farming.

OUR REAL INGREDIENTS

FOOD & ANIMALS

KEEPING IT REAL WITH OUR CUSTOMERS

We've always worked to be transparent with our customers about why we choose our ingredients and where they come from. That commitment to transparency is one of the reasons we compiled this report, and why we chose to publish every ingredient in our core menu online.

Our customers are able to customize their orders and pick exactly which ingredients and how much of them go into each order. Our online tool provides complete nutrition information, helps customers build meals that meet their needs, and discloses allergens and dietary restrictions.

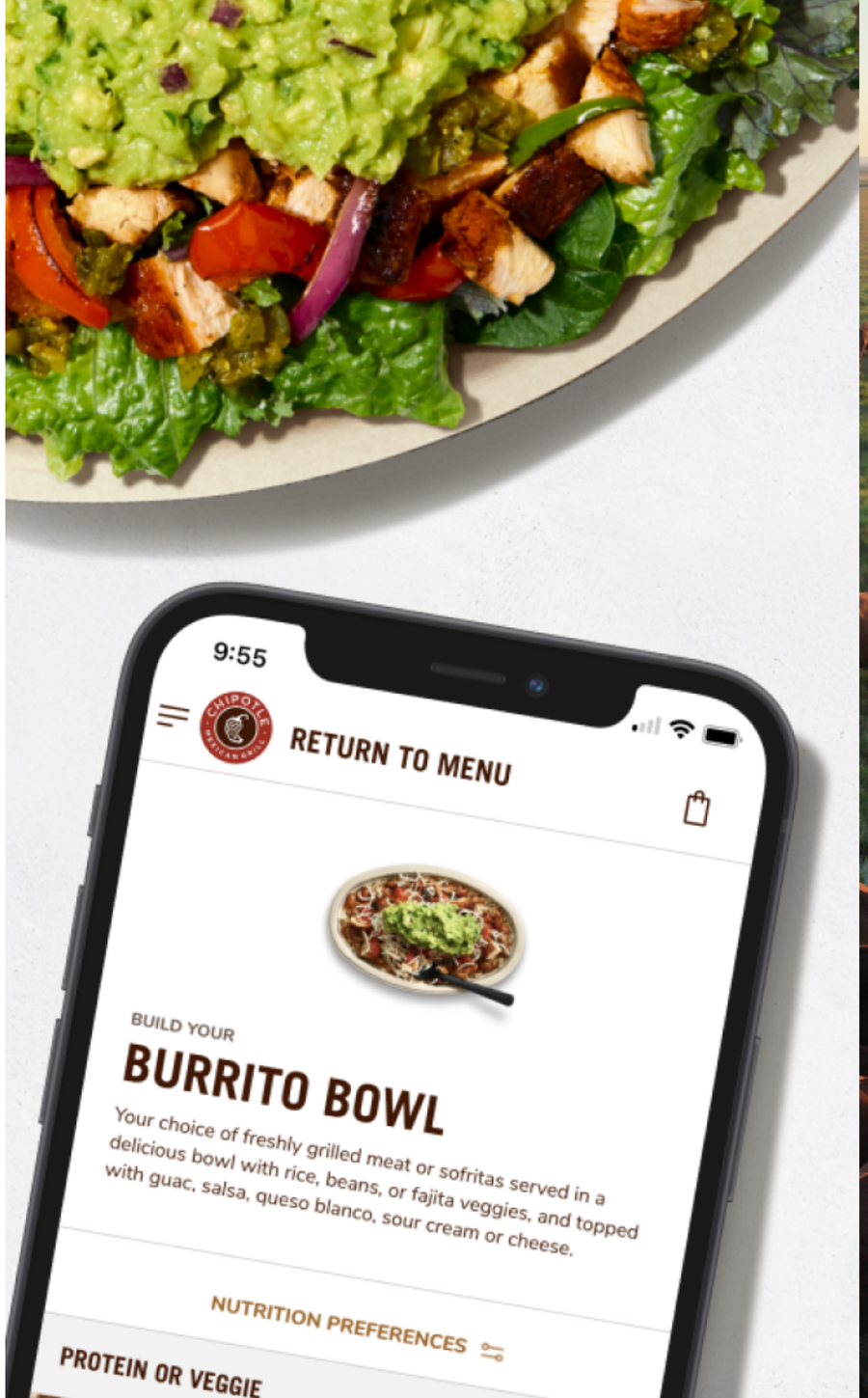
In our restaurants we also provide complete nutrition information and allergen cards to customers who request them. We want our customers to be part of the conversation about our ingredients. We'll continue to work to educate consumers and industry partners about new ways we can improve our supply of ingredients and, hopefully, make the industry as a whole more sustainable. We believe the integrity of our supply chain leads to better tasting and more nutritious food—and we will advocate for this on behalf of our customers, the environment and the communities we serve.

HEALTH AND WELLNESS

We use only ingredients without artificial flavors, colors, or preservatives. We cook with simple, whole ingredients that are not processed.

We track trends in nutrition and wellness and modify our offerings when we see new opportunities. Chipotle has options for all dietary needs. We're sensitive to concerns about the amount of sodium used in our food and have offered guidance, available on our website, to people with various dietary preferences or restrictions, including those related to sodium. All of our suggested lower-sodium meals (such as our burritos and salads) contain less than 900 milligrams of sodium, leaving plenty of room for customization.

Every choice we make—who we work with, what we serve, and what we stand for—affects the health of the planet. Nutrient-rich soil reduces the need for pesticides and synthetic fertilizers, buying locally reduces vehicle emissions from transportation, and humane animal husbandry means diminished reliance on antibiotics. As we strive each day to be better, we're working to measure and manage the interconnected environmental and social impacts throughout our supply chain. We work hard to create and follow ethical business practices. We build relationships with like-minded businesses and operations that do business differently. We are strongest when we work together, so we're always paying attention to other restaurants, producers of goods and services and government regulations.



FOOD & ANIMALS

MEAT & DAIRY SUPPLY CHAIN



Cow/Calf Operator or Farm

(for grain-finished beef)
Feed Lot

Finishing Farm
(for grass-fed beef)

(multiple)
Beef Plants
where beef is processed

Central Kitchen
(where the cuts are cooked*)



Hatchery

Grow-Out Houses

Slaughter Plant

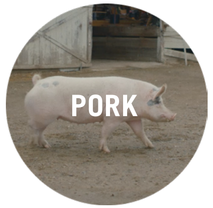
Processing Plant

Harvest Plant**

Distribution Centers



Chipotle



Sow Farm

Finishing Farm

Finishing Barn

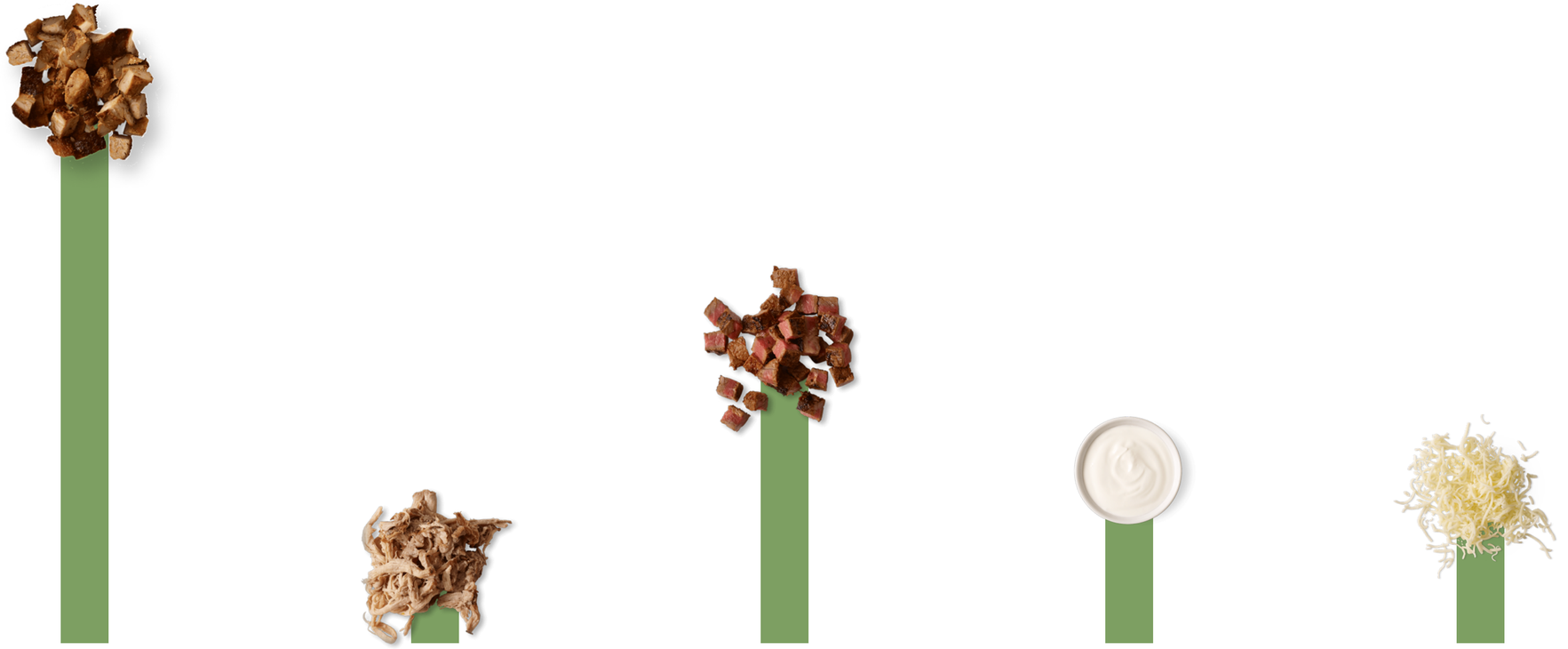
(multiple)
Plants
where pork is processed

Central Kitchen
(where the cuts are cooked*)

*There are three domestic central kitchens where our beef and pork are cooked. Our tofu (Sofritas®) and beans are also cooked in these central kitchens.
**Where the chicken is cut, deboned, and pre-marinated in adobo.

FOOD & ANIMALS

IN 2022 WE PURCHASED



199.3 of chicken[17]

14.3 of pork

100.8 beef[18]

56.2 of sour cream

55.9 of cheese

Millions of pounds

[17]Includes limited time offering in 2022 of Pollo Asada.
[18]Includes limited time offering in 2022 of Garlic Guajillo Steak.

MEAT AND DAIRY STANDARDS

FOOD & ANIMALS

RESPONSIBLY RAISED. RESPONSIBLY SOURCED.

Our commitment to animal welfare informs all of our meat and dairy purchasing. Animal welfare is of the utmost importance to us. It's our promise that the food we buy and serve is raised with respect for animals, farmers, and the environment. We're committed to sourcing the highest quality ingredients through the safest and most sustainable methods. Our rigorous animal welfare standards are informed by best practices.

Our Animal Welfare Guidelines—for chicken, beef, pork, and dairy—are how we strive to ensure that our suppliers treat animals as humanely as possible, whenever possible. We require that our suppliers provide us with meat from animals raised without the use of sub-therapeutic antibiotics as well as with no added growth hormones. Our standards cover the birth of the animal to its slaughter, ensuring humane treatment and handling throughout the animal's lifetime.

ABOUT OUR STANDARDS

Chipotle is dedicated to the avoidance of antibiotics for prophylactic, or preventative use. In 2022, 100% of our chicken and beef met the No Antibiotics Ever standard. 100% of our pork met the No Sub-Therapeutic Antibiotics standard, and 78% of our pork met the more stringent No Antibiotics Ever standard. 100% of the dairy cows in the active milk herds of our suppliers met the No Sub-Therapeutic Antibiotics standard.

Chipotle works to avoid confinement of animals throughout our supply chain. We set minimum space requirements for the animals used for our meat and dairy products. For example, we require suppliers to provide chickens with more space by limiting the maximum stocking density to seven pounds per square foot. We do not allow tethering of dairy cows. We do not permit gestation or farrowing crates for pigs.

We work to shorten the time our animals are in transport and we avoid long-distance live transportation.

We require that the animals in our supply chain have been pre-slaughter stunned. All slaughter facilities for beef and pork must follow North American Meat Institute (NAMI) Animal Handling Guidelines, or an equivalent program, to ensure fully effective pre-slaughter stunning. All slaughter facilities for chicken must follow American Humane guidelines or an equivalent standard.

Our suppliers' animal welfare programs must include a zero-tolerance policy toward the cruelty to animals and ensure that sick animals receive appropriate medical treatment. Chipotle opposes the use of products from cloned animals.

100%
of our chicken and beef met the No Antibiotics Ever standard

100%
of our pork met the No Sub-Therapeutic Antibiotics standard

78%
of our pork met the more stringent No Antibiotics Ever standard

100%
of the dairy cows in the active milk herd met the No Sub-Therapeutic Antibiotics standard



MEAT AND DAIRY SUPPLY CHAIN

FOOD & ANIMALS

100%

100% of our chicken was third party animal welfare certified
100% of our beef and pork met our animal welfare standards
100% of the dairy for our sour cream was F.A.R.M. certified

OUR BEEF

Our beef comes from the United States, Canada, Australia, and Uruguay. In the United States, we purchase beef from California, Colorado, Georgia, Idaho, Illinois, Indiana, Iowa, Missouri, Nebraska, Kansas, New Mexico, New York, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, South Dakota, Texas, Utah, Virginia, West Virginia, Iowa, and Washington.

We manage our beef purchases with a focus on efficient transport, factoring in our commitments to ensuring cost efficiency, environmental responsibility, humane handling, and reducing food waste.

In 2022, none of the beef we sourced was conventionally raised, and 100% met our animal welfare standards. All of our beef comes from animals raised without added hormones or antibiotics.

OUR DAIRY

The dairy for our sour cream, shredded cheese, and Queso Blanco comes from suppliers who raise dairy cows in California, Idaho, Illinois, Iowa, Missouri, Ohio, Oklahoma, Texas, Virginia, Wisconsin, Wyoming, and Ireland. We required our producers to ensure that all cows that produce the milk to make our shredded cheese, Queso Blanco, and sour cream have daily access to the outdoors. Our dairy farmers receive a Food with Integrity premium for raising cows on pasture, rather than through conventional methods. 100% of the dairy for our sour cream was F.A.R.M. Animal Care Program (Farmers Assuring Responsible Management) Certified.

OUR CHICKEN

We use boneless, skinless thigh, and whole leg chicken from suppliers who process their animals in Georgia, Minnesota, Arkansas, Virginia, North Carolina, and Canada. In the United States, we require third-party animal welfare certification of our chicken.[19] In 2022, 100% of our United States suppliers were able to meet these requirements.

In 2017, we made a public commitment to improve welfare practices around raising broiler chickens through the Better Chicken Commitment (BCC). We have held multiple discussions with key supply partners to scope out the potential timelines and investments that would be necessary in progressing toward broiler chicken welfare standards. Our progress thus far:

Living Conditions: We prohibit the use of broiler cages for 100% of our poultry. We have achieved 100% enrichment in 2022 with all of our United States suppliers providing friable litter in line with BCC covering the whole floor of the house and providing one type of functional enrichment per 1,000 square feet of indoor space. In addition, all of our suppliers have also met the requirement of allowing for at least eight hours of daylight, and six hours of darkness. We are also partnering with suppliers with other lighting improvements.

Slaughter: Currently 14% of our United States chicken suppliers utilize controlled atmospheric stun (CAS). We are encouraging suppliers to adopt CAS, but to achieve the goal would require significant investments by our suppliers to change their processes. There are currently not enough suppliers available utilizing CAS to meet the demand.

Spacing: Our stocking density is lighter than industry standards at no more than seven pounds per square foot (100% of our suppliers). The BCC requires a six pounds per square foot stocking density. We have set a 2024 goal to achieve the stocking density and are engaged with suppliers to understand the resources required to meet the lower stocking density.

Breeds: There are a very limited number of suppliers raising breeds that meet the BCC criteria. We will continue to monitor and engage with our suppliers to increase supply of breeds that meet the specification.

Auditing: By the end of 2022, 100% of our chicken was third party animal welfare certified. One supplier was Global Animal Partnership (GAP) certified while the remaining were American Humane Certified.[20] To further improve our chicken welfare, we aim to increase our purchases of GAP certified chicken.

We have created a strategy to tackle each of the standards and will share our progress in our Annual Reports.

OUR PORK

Our pork comes from the United States, Canada, Denmark, and the United Kingdom. We do not allow our pork suppliers to use gestation or farrowing crates. All of our pork comes from sows raised outdoors or in bedded barns. In 2022, 100% of our pork met animal welfare standards, meaning it was free from crates during gestation and farrowing, and free from routine tail docking and teeth clipping. Therapeutic antibiotic treatment for a diagnosed illness is permitted. Animals that are treated with antibiotics are excluded from slaughter until after a withdrawal period to ensure that no trace of antibiotics remains in their system. Chipotle is in support of the industry-wide search to find alternatives to the use of high concentration carbon dioxide stun. We encourage industry stakeholders to develop more humane systems and are prepared to investigate new options as they are commercially available. 100% of our United States suppliers were able to meet these requirements.

[19]100% of chicken purchased were American Humane Certified, Global Animal Partnership (G.A.P.), or Certified Humane.
[20]Only applies to purchases in the United States.

BEEF SUPPLIER

FOOD & ANIMALS

Country Natural Beef

"We founded Country Natural Beef with the mindset of providing high quality, naturally raised beef to the urban communities that support our rural communities that we work and live in. Finding ways to operate regeneratively and to integrate practices that are good for the cattle and the environment was a natural fit. We practice regenerative ranching by intentionally planning our grazing, and managing our pastures and grasses to increase nutrients in the soil, sequester carbon, and support biodiversity."

– Dan Probert, Marketing Director



Chipotle's partnership with Country Natural Beef helps local family ranchers in the United States, and demonstrates that regenerative practices are achievable in the beef industry.

MEAT AND DAIRY STANDARDS

FOOD & ANIMALS

THIRD-PARTY VERIFICATION

We conduct internal and third-party audits of our meat and dairy suppliers. For beef, we require that all the cattlemen and livestock haulers we work with adhere to Beef Quality Assurance (BQA) guidelines or an equivalent standard. We also require that all of our partner processing plants adhere to North American Meat Institute (NAMI) Animal Handling Guidelines or an equivalent standard. In addition to these requirements, in 2022, at least 32% of the beef we purchased was either Certified Humane or Global Animal Partnership (GAP) Certified.

By the end of 2022, 100% of our chickens were third-party animal welfare certified. Accepted certifiers are American Humane Certified, Global Animal Partnership, and Certified Humane.

Our pork suppliers in the United States and Canada are required to follow North American Meat Institute (NAMI) standards. In the U.K., providers must follow Royal Society for the Prevention of Cruelty to Animals' (RSPCA) Freedom Foods standards for pigs. In 2022, 82% of our pork carried an additional welfare certification to meet or exceed our requirements. Furthermore, 100% of our pork was either Certified Humane or Global Animal Partnership (GAP) Certified- Additionally, 30% of our pork was Red Tractor and RSPCA Assured.

ANIMAL WELFARE OVERSIGHT AND COMPLIANCE

Strategic and operational responsibility for Chipotle's Animal Welfare Programs lies within multiple positions on our Supply Chain team. Our internal Animal Welfare Auditor, who directly oversees the day-to-day implementation of our Animal Welfare Program, reports directly to the Director of Procurement on the Supply Chain team. The Animal Welfare team executes the program's operational strategy, and the corporate Procurement team incorporates it into each purchasing decision.

The implementation of Chipotle's Animal Welfare Guidelines requires close collaboration with the Sustainability, Culinary, Food Safety Quality Assurance, and Marketing and Communications teams. Animal Welfare Guidelines are redistributed internally annually to ensure company-wide compliance with their policies.

The Animal Welfare team is committed to continuous education and improvement. Team members have completed trainings in Poultry Welfare, Dairy Welfare, Swine Welfare, and Meat Plant Welfare from the Professional Animal Auditor Certification Organization (PAACO), as well as the Farmers Assuring Responsible Management (FARM) Animal Care Program, and Beef Quality Assurance (BQA) training. In 2019, the Animal Welfare team completed Beef Quality Assurance (BQA) recertification in cattle stockmanship and transportation. Our Animal Welfare team sets exact standards to which our meat and dairy suppliers must adhere. We embed these standards into our purchasing specifications and contracts. Every year, we require signed affidavits affirming every supplier's compliance. In addition to our documentation requirements, our Animal Welfare team is dedicated to ensuring compliance with our standards through an on-site and remote auditing program. The team audits 100% of our suppliers annually.[21]

In 2022, our Animal Welfare team conducted 240 on-site supplier program audits[21] across 22 states and provinces, including 217 farms, 10 plants, six hatcheries, and seven feed mills, in compliance with our policy to audit 100% of domestic suppliers. To further ensure compliance with our requirements prohibiting hormone and Sub-Therapeutic Antibiotic use, our team conducts randomized antibiotic and hormone residue tests on all beef suppliers in the United States and Australia. Upon concluding an audit, we deliver audit findings reports to our suppliers, which identify issues of critical non-conformance, major non-conformance, and minor non-conformance, as well as recommendations.

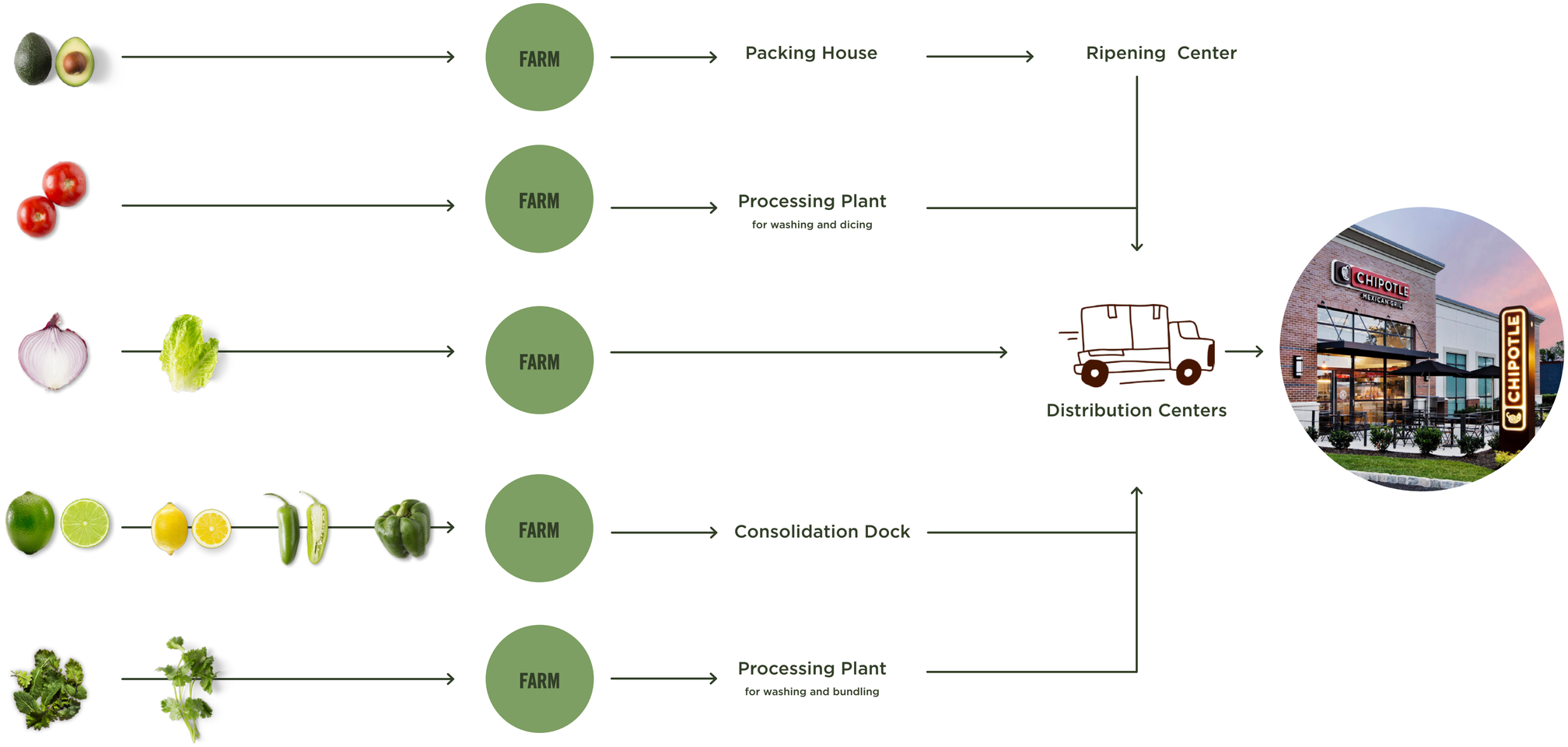
[21]Audits are completed onsite, remote, or a combination of the two.



PRODUCE SUPPLY CHAIN

FOOD & ANIMALS

In 2022, we purchased ~332 million pounds of produce including ~36 million pounds of local produce and ~14 million pounds of organically grown produce.



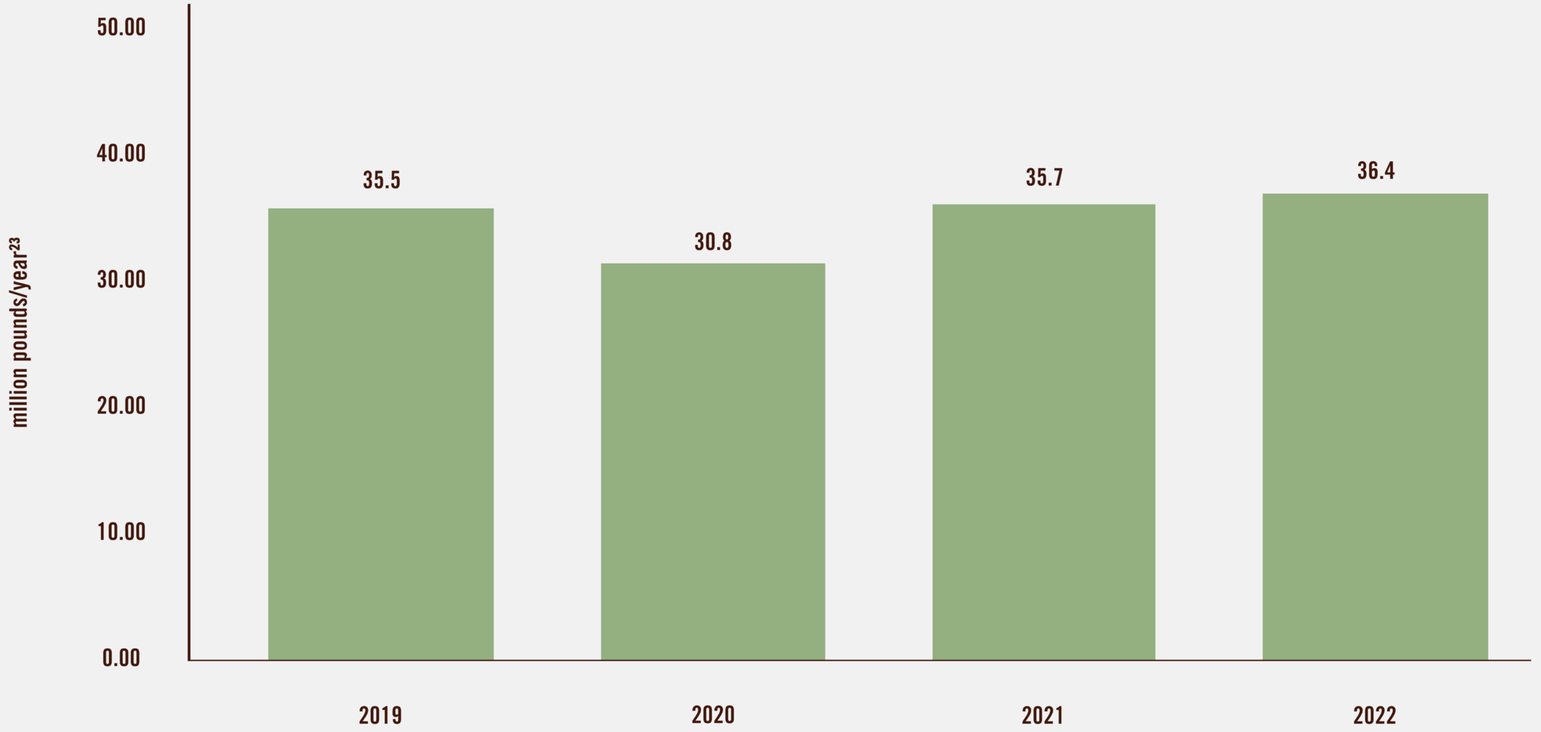
LOCAL GROWERS

FOOD & ANIMALS

In 2022, we purchased over 36 million pounds of produce locally, investing over $35 million into local food systems across the country.[22]

We aim to use local ingredients whenever environmentally appropriate, economically viable, and where food safety is not jeopardized, although location is not the first thing we prioritize as part of our responsible sourcing practices. Local ingredients are those grown within 350 miles of a distribution center, and all growers in our local produce program were within 350 miles of a distribution center. The majority of our restaurants are located within 80 miles of a distribution center.

LOCAL PRODUCE



[22]Representing approximately 10% of total spend on produce.
[23]The decrease in total pounds of local produce from 2019 to 2020 was due to COVID-19 related impacts to our local supply chains.

PRODUCE GROWER

FOOD & ANIMALS

COASTAL FRESH FARMS

Born and raised in Salinas, California, Len Cole founded Coastal Fresh Farms 15 years ago to provide customers with excellent service and high-quality produce. Today, Coastal Fresh Farms supplies Chipotle with its leafy greens, including romaine, cilantro, and super greens (baby kale and baby spinach).

What began as a five-acre operation now covers 2,500 acres of prime farmland in Ventura County, where Chipotle is helping transition land from conventional farming to certified organic, utilizing wise farming practices such as minimal tillage, cover crops, and crop rotations. These practices prevent development of pests and reduce the need for other soil inputs, helping to maintain soil health and water holding capacity. All cilantro and romaine are drip irrigated, ensuring efficient application of water and reducing overuse.



"I'm grateful for our strategic partnership with Chipotle and proud to be a part of its mission to transition land from conventional to organic farming practices. We look forward to promoting high quality ingredients while taking careful consideration for the land it's grown on."

– Len Cole, Owner

FOOD & ANIMALS

ADDITIONAL INGREDIENTS

Chipotle is on a never-ending quest to source high-quality ingredients. We source our dry goods (rice, beans, and tortillas) and tofu according to the same philosophy as all the rest of our ingredients: keeping Food with Integrity top of mind.

OUR TORTILLAS

Our flour tortillas are made using just flour, water, canola oil and salt. The corn tortillas we use for chips are made only with corn masa flour and water.

OUR TOFU

Our plant-based protein, Sofritas, is made with organic tofu from Hodo Soy Beanery in California. Hodo Soy Beanery sources certified organic soybeans from Indiana and Illinois.

OUR RICE AND BEANS

For all our rice and beans, we purchase conventional, transitional, and organic.

GMOs

All the food we serve is made only with non-GMO ingredients. Although the meat and dairy products we buy come from animals that are not genetically modified, it is important to note that most animal feed in the United States is genetically modified. This means the meat and dairy served at Chipotle are likely to come from animals that have been fed at least some GMO feed. Additionally, some of the beverages we serve are sweetened with corn-based sweeteners, which are typically made with genetically modified corn.



FOOD SAFETY



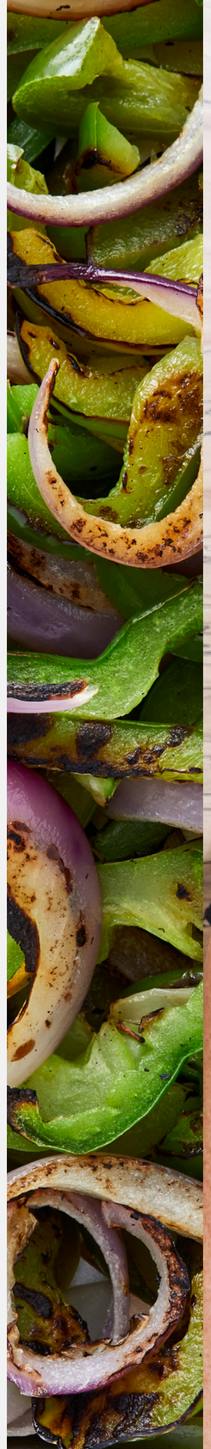
FOOD SAFETY

Delivering World Class Food Safety is and continues to remain Chipotle's top priority. Food Safety is part of our culture at Chipotle and is essential to how we run operations at our restaurants and throughout our supply chain.

Our food safety training and procedures have been proven to keep our employees and customers safe. We continue to conduct wellness checks to confirm the health of each employee before entering our kitchens, employ robust procedures around cleaning and sanitization, mandate handwashing every hour and between tasks, and provide sick leave starting on the first day of employment.

Ensuring food safety goes beyond our restaurant operations. Chipotle works closely with our food and packaging suppliers to ensure our food safety compliance expectations are met. Our food safety teams are consistently partnering with suppliers to identify new initiatives that will further minimize risk in the restaurants, and ensure our ingredients are always safe.

We continue to pursue the highest level of excellence when it comes to food safety. In our efforts to advance the industry, we leverage valuable insight from our Food Safety Advisory Council and partner with established authorities. We haven't changed what has been successful, but we are always seeking out ways that we can innovate and use technology to enhance our practices. I'm excited to share that in 2022 we completed a national rollout of Digital HACCP (Hazard Analysis Critical Control Point) in the United States and Canada. With Digital HACCP we are able to receive visibility in real-time on food safety controls in each restaurant. We will continue to build solutions and training to support learnings from the platform as we strive to lead the industry and continue evolving our practices.





Kerry Bridges
Vice President of Food Safety

FOOD SAFETY

Food safety will always be our number-one priority as well as the health and safety of our guests and team members. Our Food Safety team is responsible for managing food safety in our restaurants. In addition to our internal Food Safety team, we have a Food Safety Advisory Council that is comprised of some of the nation's foremost food safety authorities. The Food Safety Advisory Council and our Board of Directors (Board) oversee our food safety policies and practices to help ensure they're appropriately designed and implemented.

We take the safety of our food throughout our supply chain and restaurants extremely seriously. We make it a top priority to adhere to safety and quality standards to prevent health risks that can arise from the handling, preparation, and storage of food. From our supply chain to our restaurants, ensuring the safety of our food impacts every aspect of our business.

It's important to distinguish between different types of food safety risks so we can manage and mitigate their impact. All of our restaurants operate under a United States Food and Drug Administration's (FDA) Hazard Analysis and Critical Control Points (HACCP) system, by which we identify food safety risks, monitor the critical limits put in place to mitigate those risks, and implement corrective actions when needed.

Mitigating contamination of food through employee illness is one of our most critical control points. Our sick leave policy, in which restaurant employees are automatically given three days of sick leave from their first day of employment, is designed to reduce this risk. Crew members and all visitors entering areas where food is being prepared are also given a wellness check at the beginning of each shift to ensure no sick employee is working. We also incentivize food safety as a performance measure in our restaurants for managers and crew members to achieve a quarterly bonus.

Visual reminders also make a difference when it comes to food safety in our restaurants. Every Chipotle restaurant now has a 3'x2' poster posted in the "back of house" that lists the "Top 7 Food Safety Things To Remember." These include: work healthy, work clean, keep produce safe, cook food to correct temperatures, hold hot and cold foods at specified temperatures, maintain sanitary conditions, and call for help when needed.



SUPPLIER INTERVENTION

FOOD SAFETY

OUR PROCESS TO MITIGATE FOOD SAFETY RISKS BEFORE INGREDIENTS REACH CHIPOTLE

We actively partner with our ingredient suppliers to implement rigorous food safety standards above and beyond regulatory requirements. We have designed these additional controls to reduce or eliminate food safety risks before ingredients ever reach our restaurants.

WE REQUIRE OUR FOOD SUPPLIERS TO:

- Implement a series of preventive food safety systems, including HACCP plans and advanced technologies to further control food safety risks.
- Document the effectiveness of the food safety process interventions.
- Routinely verify the effectiveness of their food safety interventions by using microbiological testing methods recognized by the Food and Drug Administration (FDA) and U.S. Department of Agriculture (USDA).

We emphasize to our suppliers that the first step of food safety is the design of safe processes, and then we go the extra mile by verifying their programs through on-site inspections and, where applicable, microbial testing.

Our Supplier Food Safety team conducts routine on-site visits to our suppliers' operations, to ensure that a true food safety culture is being practiced. While we do require and confirm third-party audits throughout the supply chain, we want to remain abreast of what is actually happening at our suppliers' operations. We also want to share best practices across our ingredient suppliers, so that all suppliers are enabled to meet the same standards and receive credit for the food safety investments they make.



ADVANCED TECHNOLOGY

FOOD SAFETY

ADVANCED TOOLS THAT ELIMINATE PATHOGENS WHILE MAINTAINING FOOD QUALITY

We utilize several advanced technologies in our commissaries and restaurants to improve the safety of our raw ingredients without affecting nutrition or taste. We believe these technologies are novel methods for preparing foods in a Quick Service Restaurant concept, and we're proud to devote resources to these practices to keep our food safe. We utilize these technologies at all of our restaurants in the United States, Canada, and Europe.



SOUS VIDE

A process by which foods are placed in a vacuum-sealed package and heated at low temperatures for extended periods of time. It is a method of cooking employed by many of the world's great chefs. It's also a recognized and validated intervention for controlling harmful bacteria. We use the sous vide process at the commissary level for our beef and pork to prevent raw beef and pork from ever entering our restaurants. Our sous vide process is performed only at USDA-inspected facilities and monitored using sophisticated data collection, including continuous temperature monitoring. After our beef and pork has been heated at a low temperature for a precise amount of time, it is shipped to our restaurants in trailers and facilities where the cold chain is monitored and verified. The result is steak, barbacoa, and carnitas that are safe, tender, and flavorful.

BLANCHING

As fresh jalapeños are an ingredient in many of our dishes, we have incorporated a blanching step into our restaurant handling process. Before jalapeños can be diced, they are blanched according to well-defined procedures, while keeping crew member safety in mind. This process has been scientifically validated to reduce bacterial loads.

ENHANCED RESTAURANT PROCEDURES

FOOD SAFETY

PROTOCOLS FOR HANDLING INGREDIENTS AND SANITIZING SURFACES IN OUR RESTAURANTS

We maintain a clean environment in our restaurants and employ safe food handling practices. We enhanced our already strong sanitation and rolled out a Digital HACCP system designed to ensure restaurant sanitization and food preparation practices.

The HACCP systems identify the critical processes that must be controlled and monitored in order to ensure food safety. The senior manager on duty during each shift is designated the Food Safety Leader and is responsible for checking that all food safety procedures are carefully followed. In each restaurant, the Food Safety Leader monitors the daily HACCP logs across 13 critical control points to provide consistent data collection and the greatest possible assurance of our food's safety.

With the Digital HACCP system, the data are logged and available to review in real-time providing our teams with greater visibility into the effectiveness of the systems and procedures. These enhanced procedures help to ensure any pathogens are eliminated in our restaurants, and that the restaurants themselves do not become a source of contamination. Moreover, we employ robust food safety procedures when it comes to cleaning and sanitization.

In 2018, we also introduced and fully implemented the Purell Hand Care and Surface Sanitation program. We use a natural treatment that reduces many harmful bacteria and viruses from the restaurant environment.

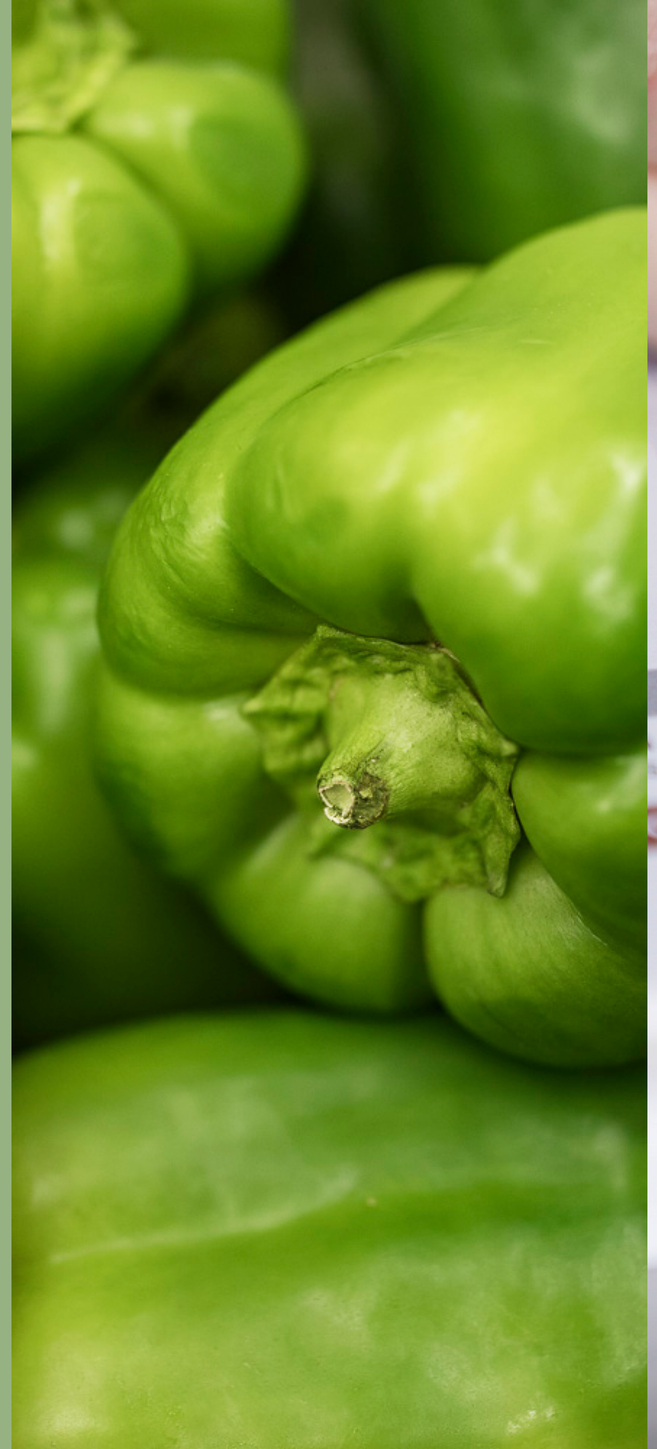


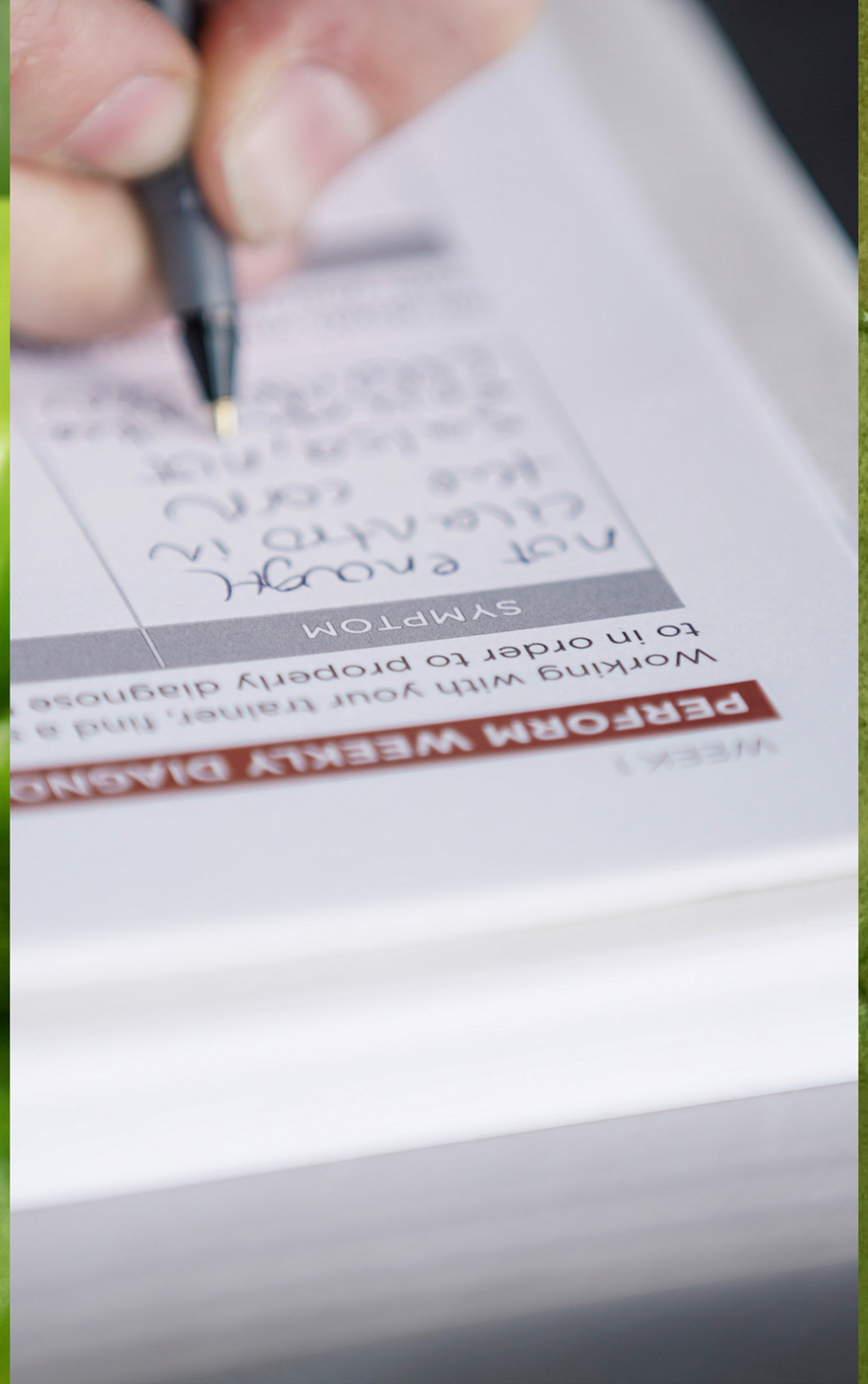
ENHANCED RESTAURANT PROCEDURES

FOOD SAFETY

WELLNESS CHECKS

In order to prevent employees from working while sick, the Food Safety Leader conducts a Chipotle Wellness Check at the time any team member intends to enter the kitchen, or clocks in for work. The Food Safety Leader ensures that the Chipotle Wellness Check is documented and that each employee has stated that they are healthy to work and free of symptoms such as vomiting, diarrhea, and nausea, consistent with FDA guidelines. All visitors that enter the back of house at Chipotle also receive a Chipotle Wellness Check. Chipotle also offers the availability of trained nurses for consultation with any employee who may feel ill in order to determine whether they should be excluded from work, with full pay as available under our sick pay guidelines.





FOOD SAFETY

MANDATORY CERTIFICATION FOR MANAGERS AND FIELD LEADERS

We are dedicated to providing our employees with the training and support they need to ensure food safety is always a top priority. We require our in-restaurant management teams to be trained and certified in food safety by ServSafe®, a specialized, nationally recognized third-party program. ServSafe® provides online or in-person courses and exams to all Kitchen Leaders, Service Leaders, Apprentices, General Managers, and Restaurateurs. Participants learn detailed information about food safety, temperature control, cleaning and sanitizing, cross-contamination control, and safety regulations.

In addition, we train our Field Leaders (leaders responsible for the operational oversight of five to ten restaurants in a given region) in the HACCP system certified by the International HACCP Alliance. All Field Leaders are required to provide evidence that they can create a HACCP plan.

Each quarter, all restaurant team members receive Quarterly Food Safety Training which covers the Food Safety Seven and the company's key food safety priorities. The Food Safety Seven are Chipotle's "Top Seven Food Safety Things To Remember." These include: work healthy, work clean, keep produce safe, cook food to correct temperatures, hold hot and cold foods at specified temperatures, maintain sanitary conditions, and call for help when needed.

EXTENSIVE INTERNAL AND THIRD-PARTY FOOD SAFETY INSPECTIONS

We conduct rigorous point-by-point inspections of hundreds of items within our restaurants, including illness policy awareness, temperature controls, food handling and labeling, equipment inspections, procedure validations, and crisis management procedures. Using a software tool which allows for real-time visibility into task completion rates, our Field Leaders complete a comprehensive monthly review of our food safety standards at each restaurant. In addition to the monthly evaluation, our Field Leaders also complete a shorter Owners' Path assessment at each of their visits to a restaurant, during which they audit the location against our food safety standards. Food safety inspections and audits provide regular, real-time feedback on the performance of each restaurant, allowing us to identify both best practices and areas that could use improvement.

The inspections and audits are a part of Chipotle's commitment to continuous improvement of food safety controls. Following the food safety incidents in 2015, we have significantly increased the number of internal and third-party inspections, which complement mandatory state and local health department inspections. Additionally, we partner with an independent food safety audit division of Ecolab, called Ecosure, to provide rigorous quarterly food safety audits of every Chipotle restaurant in the United States and Canada. Our inspections and audits are then augmented by a centralized review of every health inspection conducted by local government officials, which are shared with our operations teams for swift action. We also have the ability to target our focus on restaurants with low scores, or repeat violations over time, by deploying internal food safety teams to assist and resolve potential issues.



FOOD SAFETY

ADVANCED ELECTRONIC SYSTEM TO ENHANCE OUR TRACEABILITY PROGRAM

Our traceability program allows us to identify the menu-item ingredients that have traveled to each restaurant—down to the lot code—from the supplier to each restaurant. We scan every case of refrigerated food in every restaurant delivery. Our traceability program utilizes an electronic system that allows us to track items across our supply chain. Our suppliers identify each food item we track with a unique Global Trade Item Number (GTIN), and then label each case of ingredients with a barcode containing the GTIN, lot number, and pack date or use-by date. This process allows us to trace an individual lot through the supply chain – all the way to our restaurants where our team members scan the barcode labels.

Chipotle is among the first major restaurant chains in the United States to digitally track items from supplier to each and every restaurant in this way. Our ability to track our ingredients from suppliers to restaurant at the lot code level is a powerful tool supporting our food safety program. It helps ensure that we are able to research and act on food safety and quality concerns quickly and thoroughly, knowing where food is at a given time, as well as where it has been.



"The ability to trace our food electronically from supplier to restaurant at the lot code level is a powerful enhancement to our food safety program."

– Kerry Bridges
Vice President of Food Safety

ADVISORY COUNCIL

FOOD SAFETY

GROUP OF INDUSTRY EXPERTS ADVISING ON AND REVIEWING OUR PROCEDURES

In order to ensure our food safety program is as robust as possible, we've supplemented our internal expertise with independent external guidance. In 2016, we established the Food Safety Advisory Council comprised of industry-leading food safety experts. By combining our own Food Safety team with an esteemed group of specialists, we're working to ensure the program will continually evolve and improve.



DAVID ACHESON, M.D.
Former Associate Commissioner of Foods, FDA

Dr. Acheson is the President and CEO of the Acheson Group (founded in 2013). This consulting firm provides strategic advice related to food safety and food defense as well as recall and crisis management support to a variety of food/beverage and ancillary technology companies on a global basis.

A graduate of University of London Medical School and expert in infectious diseases, he spent years at the New England Medical Center researching molecular pathogenesis on foodborne pathogens.

In September 2002, Dr. Acheson became the Chief Medical Officer at the U.S. Food and Drug Administration's (FDA) Center for Food Safety and Applied Nutrition. Following several other positions at FDA, he was appointed as Associate Commissioner for Foods, which gave him an agency-wide leadership role for all food and feed issues, including health promotion and nutrition.



ELISABETH HAGEN, M.D.
Former Under Secretary for Food Safety, USDA

Formerly the Under Secretary for Food Safety at the U.S. Department of Agriculture, Dr. Hagen oversaw food safety policy for the U.S. meat and poultry industries from 2010-2014 where she advanced major reforms and consumer protections. Prior to her appointment, Dr. Hagen led the science, epidemiology and laboratory mission at the Food Safety and Inspection Service and was the USDA's Chief Medical Officer.

Since leaving the USDA, Dr. Hagen has been advising food companies and investors on food trends, regulatory issues and crisis management. She has served as a Senior Advisor to Deloitte Consumer Products and Risk Advisory and is a member of the Board of Directors of NSF International.

Dr. Hagen earned her M.D. from Harvard Medical School and is specially trained in internal medicine and infectious disease.



HAL KING, PH.D.
Former Research Scientist, CDC and Former Director of Food Safety, Chick-fil-A

Dr. Hal King is the Founder/CEO of the consulting business Public Health Innovations, a partner in the digital food safety company Active Food Safety, and an Associate Professor of Public Health at University of Georgia.

A public health professional, Dr. King has worked on the investigation and prevention of foodborne/infectious diseases for various organizations including the Centers for Disease Control and Prevention, Emory University School of Medicine and the U.S. Army.

For 11 years of his career, Dr. King served as the Director of Food and Product Safety at Chick-fil-A Inc. He is also past Chairman of the National Restaurant Association Quality Assurance Executive Study Group, past board member on the National Council of Chain Restaurants and the FDA Industry Partnership, past President of the Georgia Association for Food Protection, and currently serves on the CDC Safe Foods Partnership and other corporate advisory boards.



JAMES MARSDEN, PH.D.
Retired Head of Food Safety, Chipotle Food Safety expert, former meat sciences professor

With over forty years in the food industry, numerous scientific publications, and the development of several antimicrobial interventions, Dr. James Marsden joined Chipotle in 2016 as Executive Director of Food Safety and continues to serve on its Advisory Council.

An expert in working with government officials/regulators, he advised the White House on food safety and testified on numerous occasions to the United States Congress, the US Food and Drug Administration (FDA), and the United States Department of Agriculture (USDA). He was also an official adviser during the development of the Hazard Analysis and Critical Control Point (HACCP) Food Safety Regulation.

After working for several food and technology providers, he served as Vice President for Scientific Affairs at the American Meat Institute and President of the AMI Foundation. In 1994, he became the Regent's Distinguished Professor of Food Safety and Security at Kansas State University and, in 2014, was elected to the Meat Industry Hall of Fame.

PEOPLE

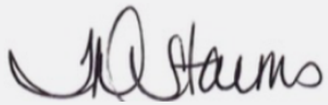


PEOPLE

The authenticity, diversity and innovative nature of our employees fuels our success at Chipotle. We know that there is no greater responsibility than caring for our people and our guests. That's why we are dedicated to creating a positive and supportive work environment where our employees can reach their full potential and deliver exceptional experiences in our restaurants. Our commitment to our employees goes beyond just providing a paycheck; we strive to support their professional and personal growth and well-being. Our focus on creating pathways to success for our employees is evidenced in the number of internal promotions within our restaurant, field support and support center teams.

As a purpose-driven organization deeply rooted in its values, we champion our diverse backgrounds and experiences, and believe embracing our differences makes us stronger. We know that a culture of inclusion, and belonging, creates a sense of community that ignites engagement and drives performance. It is essential that we provide space for employees to learn from each other, share their feedback and engage with leadership, which sparks innovation and allows us to attract and retain exceptional talent.

Our employees will always be the heartbeat of our organization. It is their collective passion and energy that allows us to Cultivate a Better World.



Tawanda Starms
Chief Diversity, Equity & Inclusion Officer
Vice President, People Experience



GOALS

PEOPLE

ACHIEVED

GOAL: Launch Emerging Leader and Mentoring programs to ensure we have a diverse slate of “ready now” internal talent for critical roles.

PROGRESS: Successfully launched the inaugural Leadership Evolution and Development Program (LEAD) aimed at developing emerging leaders with the aspiration and motivation to thrive in higher roles at Chipotle. Nearly 60% of this cohort has already been promoted into new roles with expanded scope and responsibilities.

GOAL: Continue our partnership with Guild moving from tuition assistance to providing debt free degrees as well as certificates for skills that are relevant to our employees.

PROGRESS: We now have nearly 100 degrees at 10 universities in which our employees can receive a degree with Chipotle covering the full tuition cost. We will continue our partnership with Guild and seek to drive engagement/participation.

GOAL: In partnership with our Serves Community Service Employee Resource Group (ERG), re-launch our service days for RSC and our Field employees.

PROGRESS: Completed service days in partnership with our ERG.

NOT ACHIEVED

GOAL: Develop a method to measure the amount paid annually tominority-owned businesses by 2022.

PROGRESS: We identified our minority vendors and created a process for tracking spend, however a methodology to measure the total amount paid to these vendors has not been completed.



PEOPLE

We don’t just value diversity; we’ve fostered a culture that champions it. We’ve always believed in leveraging our team members’ individual talents to grow our business and Cultivate a Better World.

OUR VALUES KEEP US REAL

Foster a culture that values and champions our diversity, while leveraging the individual talents of all team members to grow our business and Cultivate a Better World.



THE LINE IS THE MOMENT OF TRUTH

When our guests win, so do we.

Everything we do starts withour restaurants. Serving greatfood, with great service in a safe, quick, clean, and happy environment is always priority one.



TEACH AND TASTE CHIPOTLE

Take pride in making the Chipotle experience exceptional.

Take the time to learn it well, teach it right, and hold others to the same standard.



AUTHENTICITY LIVES HERE

Our food is real and so are we.

Be your full self and make a difference.



THE MOVEMENT IS REAL

Stand up for what’s important even when it’s hard.

We source better ingredients, hire better people, and work hard to change the world. Talk about what makes you proud, so we can do more of it.

HIGHLIGHTS

PEOPLE

100%

Achieved a Human Rights Campaign Corporate Equality Index score of 100%

282,000 meals

Donated over 282,000 meals to those in need in our communities

22,000 people

Over 22,000 internal promotions of our people

$6M

Donated to local community organizations through 29,000 restaurant fundraisers

$14M

Awarded in tuition assistance to more than 4,800 employees

$14M

Raised through Round Up for Real Change since its inception

$37M

Awarded in bonuses

$16

Chipotle's average hourly wage



EMPLOYEE OVERVIEW

PEOPLE

We have nearly 105,000 talented and diverse employees across Chipotle in the United States, Canada, the United Kingdom, Germany, and France.

At Chipotle, we believe our competitive advantage is our people and our culture. As a people-first company rooted in values, our purpose of Cultivating a Better World extends beyond serving nutritious food using real ingredients. It means hiring world-class individuals dedicated to investing in their future and partnering together to positively impact the communities they serve. Our diverse teams are essential to our ability to deliver exceptional food to our guests. We work hard to create inclusive, engaging work environments where our employees can be their best selves and do their best work. Our employees are provided with various learning opportunities to ensure that we maintain a diverse pipeline of talent available to regularly promote employees to leadership positions.

We are proud to be an organization that gives thousands of employees an opportunity to develop and advance their careers, and enrich the lives of their families through education, benefits (health, well-being and financial) and financial rewards. In 2022, we had approximately 22,000 internal promotions. Additionally, 90% of all restaurant management roles were internal promotions including 100% of US Regional Vice President (RVP) roles, 81% of Team Directors, and 74% of Field Leader positions.

RESTAURANT DEVELOPMENT PATH[24]

Crew
↓
Kitchen Leader
↓
Service Leader
↓
Apprentice
↓
General Manager
↓
Restaurateur
↓
Certified Training Manager
↓
Field Leader
↓
Team Director
↓
Regional Vice President

[24]Effective January 1st, 2023, the roles of Service Manager and Kitchen Manager were retitled enterprise-wide to Service Leader (SL) and Kitchen Leader (KL).



ATTRACTING TALENT

PEOPLE

Attracting top talent is an essential ingredient to our success. We strive to provide compelling compensation packages, incentive programs and a robust suite of benefits that enable us to engage our current employees and attract top talent. Unlike other employers of our size, we offer a broad range of benefits to all employees, including our part-time Crew. Our benefit offerings include medical, dental, retirement savings, debt free degrees, emotional and financial well-being.

As our employees grow their career with Chipotle, they gain additional access to other benefits such as parental leave, virtual medical care, paid sabbaticals, adoption assistance, extensive brand name discounts, and much more!



BENEFITS OVERVIEW

PEOPLE

TAKING CARE OF OUR PEOPLE

We want to make sure our employees are well taken care of. Our “Cultivate Me” benefits program plays a vital role in an employee’s tenure at Chipotle. We know that competitive benefits play a big part in keeping our employees and we’re proud to offer the best in class.

Benefits are summarized below and may differ based on eligibility.

	MERIT	CREW	HOURLY MANAGER[25]	GENERAL MANAGER	RESTAURATEUR / CERTIFIED TRAINING MANAGER	FIELD OPERATIONS AND RSC	
		SEMI-ANNUAL	SEMI-ANNUAL	ANNUAL	ANNUAL	ANNUAL	
COMPENSATION	QUARTERLY PERFORMANCE BONUS	X	X	X	X		All Crew members through Field Leader are eligible for a bonus, based on their restaurant or patch quarterly performance.
	ANNUAL SERVICE BONUS	X	X				Bonus for Crew members based on years of service.
	PEOPLE DEVELOPMENT BONUS			X	X		Restaurant managers are eligible for bonuses by developing others into a successful GM.
	ANNUAL PERFORMANCE BONUS				X	X	All Restaurateur/CTMs are eligible for a bonus based on their restaurant’s annual performance scores. RSC, RVPs, and TDs are eligible for a bonus based on annual goals.
	EQUITY				X	X	Eligible for an annual equity grant based on performance.
BENEFITS	MEDICAL, DENTAL, VISION INSURANCE	X	X	X	X	X	Healthcare coverage available to all employees.
	FINANCIAL WELL-BEING	X	X	X	X	X	Free financial planning platform with access to 1:1 financial coach.
	RETIREMENT SAVINGS	X	X	X	X	X	Access to the Chipotle 401(k) with employer matching up to 4% after one year of service.
	MENTAL AND EMOTIONAL WELL-BEING	X	X	X	X	X	Free and confidential access to licensed counselors to deal with any of life’s challenges.
	TUITION REIMBURSEMENT AND DEBT-FREE DEGREES	X	X	X	X	X	Nearly 100 different degrees completely tuition debt-free or up to $5,250 in Tuition Reimbursement for any degree.
	PAID TIME OFF	X	X	X	X	X	All employees have access to paid time off starting on day one.
	BRAND NAME DISCOUNTS	X	X	X	X	X	Extensive discounts on things like Apple, Verizon, AT&T, airfare, hotel, and much more.
	EMPLOYEE STOCK PURCHASE PLAN	X	X	X	X	X	After one year of service, all employees can purchase Chipotle stock at a discounted price.
	FREE MEALS	X	X	X	X	X	Every employee receives a free meal during their shift and gets 50% off food at their home restaurant.
	FREE UNIFORMS	X	X	X	X		All restaurant employees receive free, organic cotton tees custom-made for Chipotle.
	PARENTAL LEAVE		X	X	X	X	Birth or adoption mom and dads are eligible for paid parental leave that can provide up to 12 weeks to bond with the new child.
	LIFE & DISABILITY INSURANCE		X	X	X	X	Company-provided life and disability benefits for employees and their family members.
	VOLUNTARY BENEFITS		X	X	X	X	Pet insurance, Accident, Critical Illness, Legal, Home/Auto policies available to eligible employees.
	FLEXIBLE SPENDING ACCOUNTS		X	X	X	X	Healthcare, dependent, transit, parking, health savings accounts available to eligible employees.
	ADOPTION ASSISTANCE			X	X	X	Chipotle helps cover the cost of adopting a child after one year of service.
	STRIVE WELLNESS PROGRAM			X	X	X	Earn up to $1,400 in health insurance premium discounts and gift card rewards for participating in healthy lifestyle activities.
	PAID SABBATICAL			X	X	X	Earn an eight week paid Sabbatical after ten years of service.

[25]Hourly manager includes Kitchen Leaders, Service Leaders, and Apprentices.

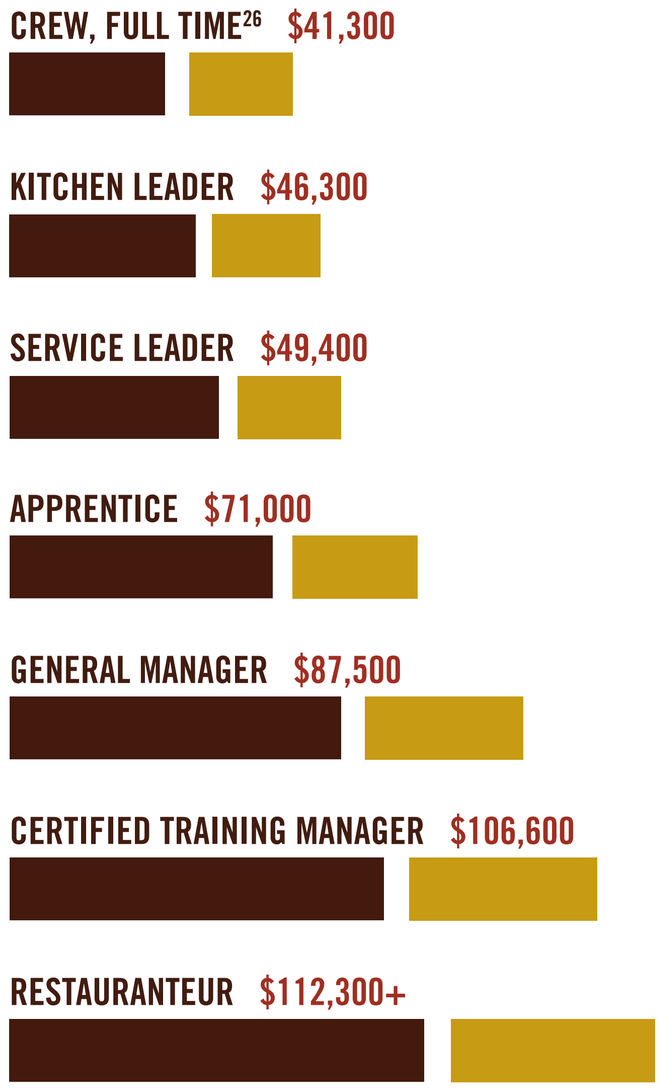
PEOPLE

WE WANT TO BE A PLACE WHERE PEOPLE WANT TO WORK.

We want all of our people to succeed. That's why we're pleased to offer excellent opportunities for career advancement, as well as provide competitive wages and benefits for every employee. We pay all entry-level hourly restaurant employees above the federal minimum wage, and at or above state or local minimum wages where applicable.

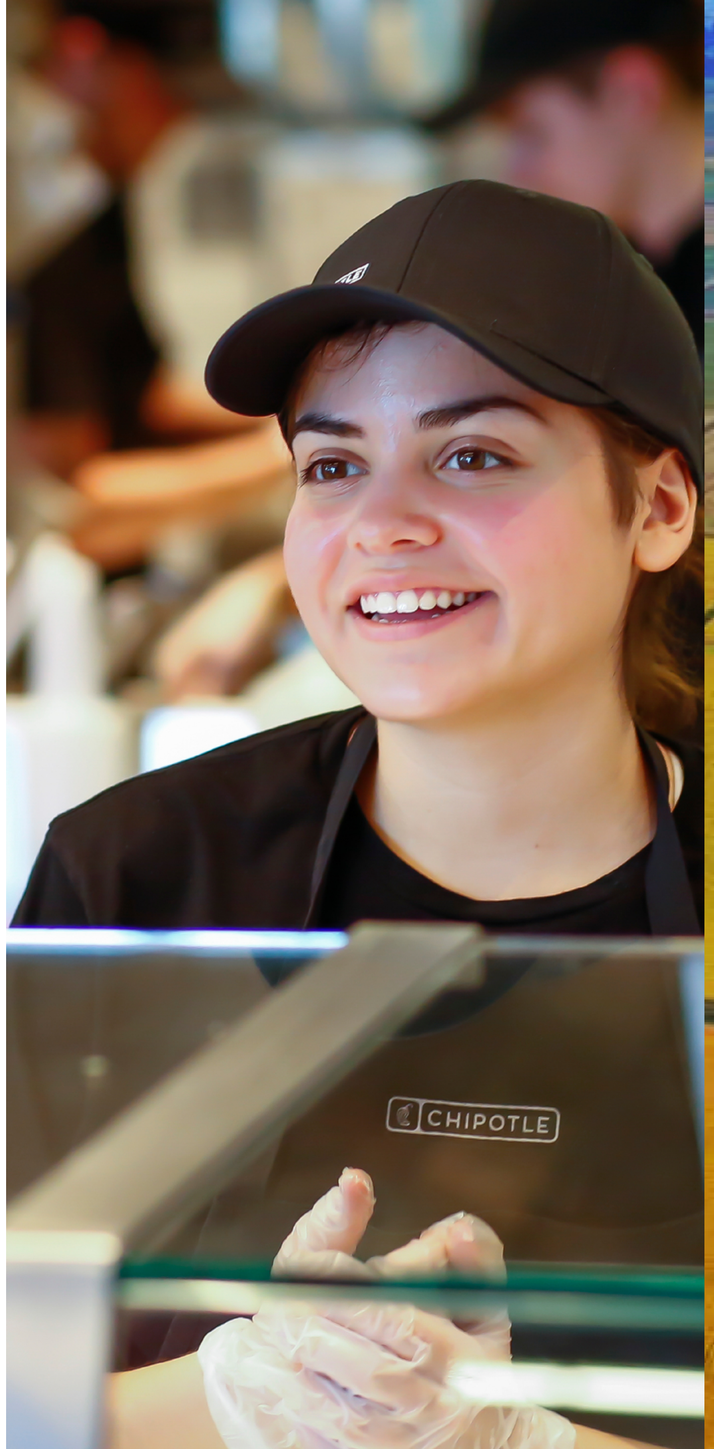
We also believe that a sustainable economy must ensure a minimum standard of living necessary for the health and general well-being of workers and their families. We want to be a place where people want to work, even in times of change that are inevitable in our industry. We will always seek to attract and retain top talent and help them grow within our company.

It's important that all leaders know their employees and are invested in their success. That's why we encourage every People Leader to have a performance conversation with each employee they oversee four times per year.



The company-wide averages[27] reflected above are for illustrative purposes only; actual individual compensation will vary based on performance and other factors.

[26]Majority of crew members are part-time.
[27]Average pay depicted includes base pay, benefits, and bonus.



PEOPLE

EMPLOYEE PROMOTIONS AND TURNOVER

In 2022, our rate of internal promotion was 90%, carrying over similar rates from previous years. This rate measures the percentage of individuals that we promoted into an Apprentice position versus all Apprentice and General Manager hires at Chipotle.

While high employee turnover is a characteristic of the restaurant industry, we ensure that every new hire is properly educated in Chipotle's food safety protocols. By continuing to build a positive and inclusive culture, our goal is to decrease turnover among our restaurant salaried employees, hourly crew, and restaurant managers.

Population	Hires 2022	Promotions 2022	Total Hires 2022	Hire Rate 2022	Promotion Rate 2022
Canada	1,684	234	1,918	88%	12%
Europe	190	28	218	87%	13%
United Kingdom	400	104	504	79%	21%
United States	188,116	25,810	213,926	88%	12%
Total	190,390	26,176	216,566	88%	12%

Population United States	Hires 2022	Promotions 2022	Total Hires 2022	Hire Rate 2022	Promotion Rate 2022
To Apprentice	1,867	4,712	6,579	28%	72%
To General Manager	1,483	1,702	3,185	47%	53%

Population (Canada)	Hires 2022	Promotions 2022	Total Hires 2022	Hire Rate 2022	Promotion Rate 2022
To Apprentice	14	40	54	26%	74%
To General Manager	21	12	33	64%	36%

Population	Turnover Rate 2022	Turnover Rate 2021
Restaurant Hourly (Crew, Kitchen Leader, Service Leader)	193%	194%
Restaurant Salary (Apprentice, General Manager, Restaurateur)	44%	43%
Restaurant Field Managers (Field Leaders, Team Directors, Regional Vice President)	19%	21%
Staff Employees (Support Center Employees and Field Support Employees)	22%	21%
Senior Management	12%	0%



DEVELOPING AND TRAINING TALENT

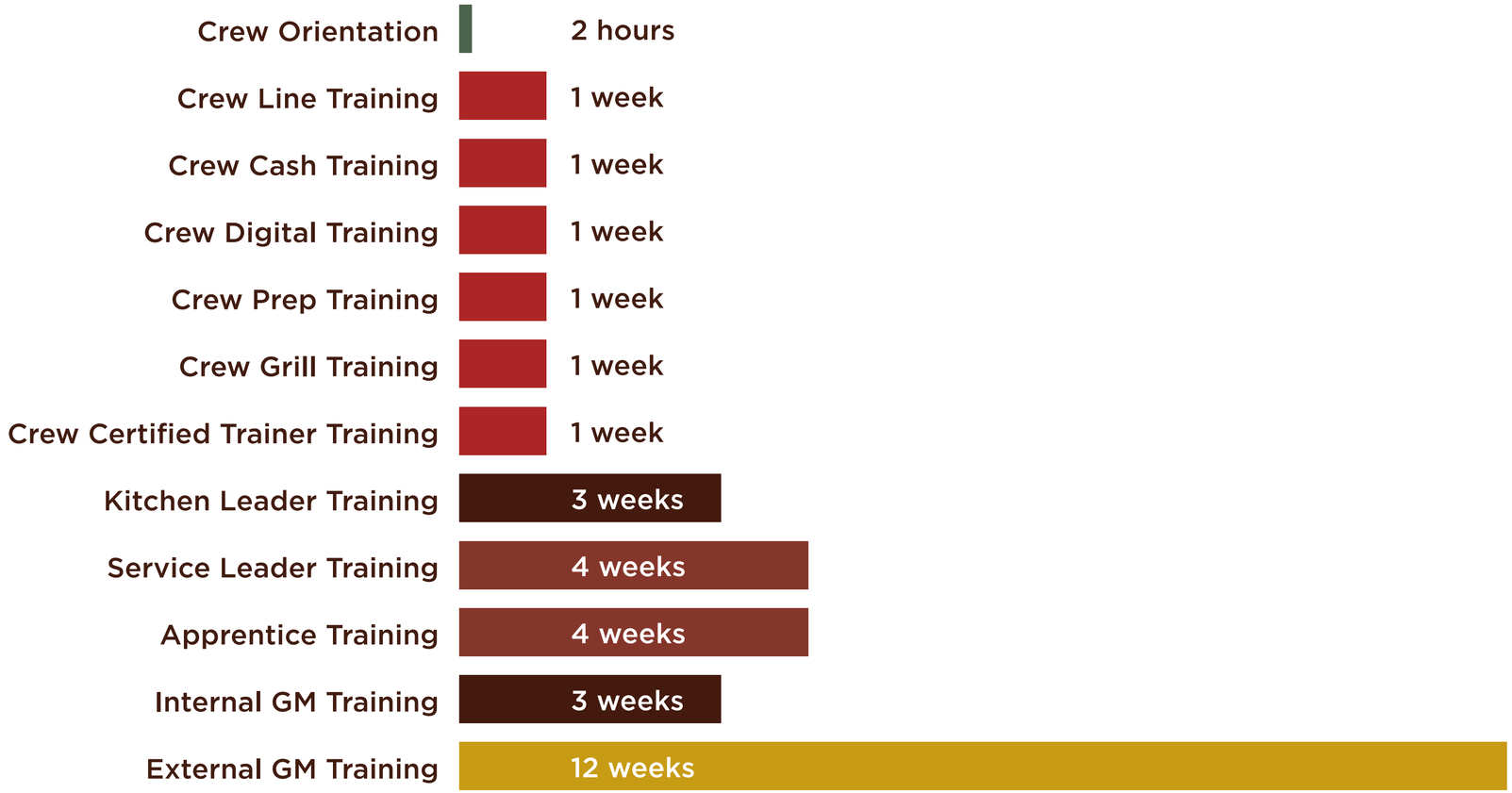
PEOPLE

Our talent development strategy recognizes the need to have a comprehensive plan focused on internal talent creation. Ensuring our employees have proper training and development is at the center of that strategy.
Our employees never stop learning! We have developed programs to ensure our employees are supported at every stage of their career. In March 2022, we completely revamped our Learning Management System (LMS).
It is now known as the Spice Hub and offers a variety of training and development opportunities to develop better leaders and increase awareness around the most important responsibilities of working at Chipotle.

Every restaurant employee receives in-restaurant shoulder-to-shoulder training, coaching and validation every shift. New Kitchen Leaders go through three weeks of training, while new Service Leaders and Apprentices go through four weeks of training. Training materials are built to support any operational change at the restaurant level and shared in a central location for ease of access.

DEVELOPMENT & TRAINING

SCHEDULES



GM STABILITY

PEOPLE

General Manager (GM) stability is one of our top priorities. We recognize that GM instability leads to additional turnover within the restaurants, which impacts our success. We are committed to building the capability of our additional restaurant managers to ensure their success and the success of their teams. We have created development programs for our GMs designed to develop leadership capabilities, which enables them to increase the engagement and effectiveness of their teams. They learn important skills such as emotional intelligence, situational leadership, food safety, coaching, and feedback.

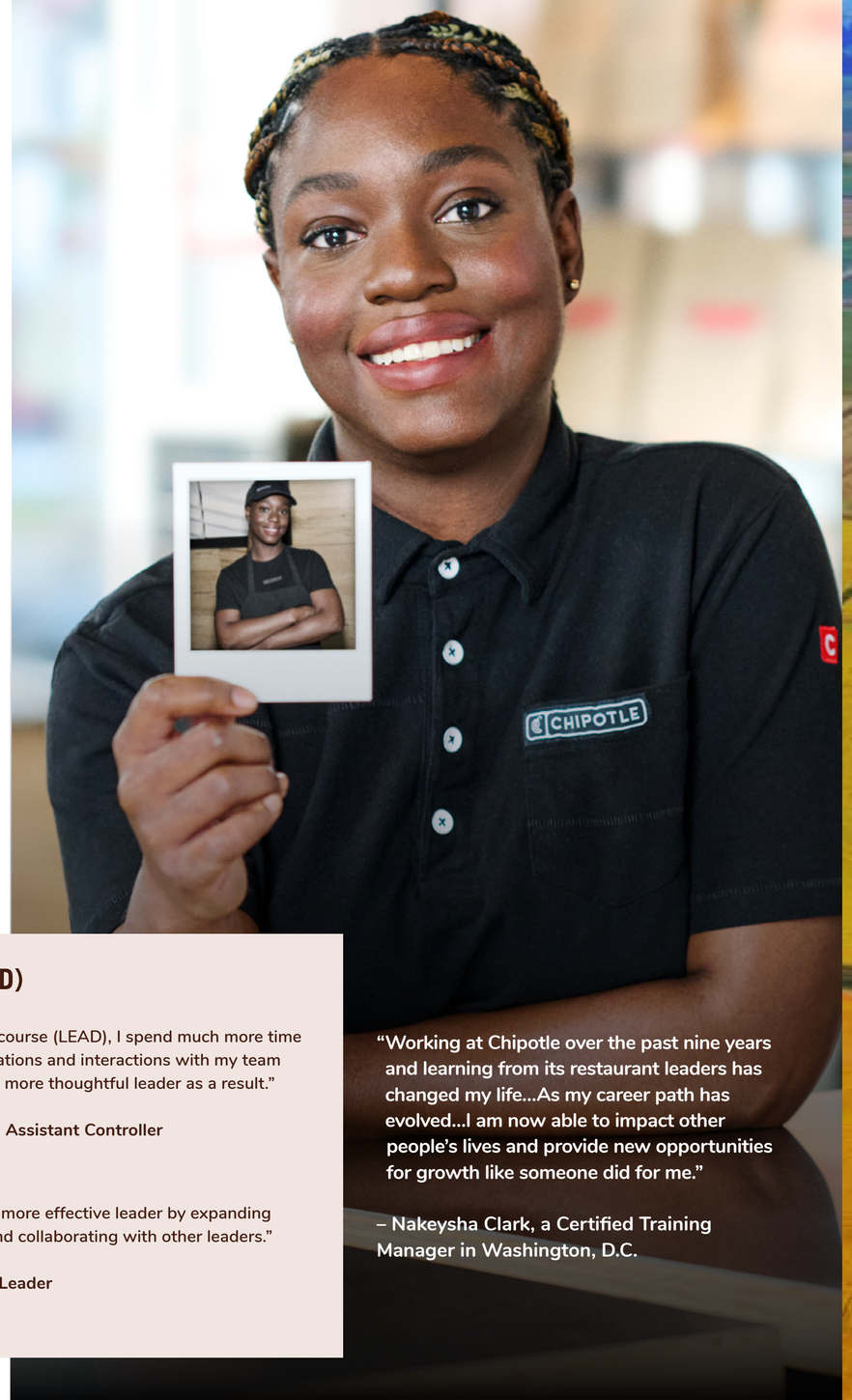
We are committed to developing a diverse pipeline of talent that is prepared for larger roles within the organization in support of our future growth. Through robust talent calibration sessions with senior leaders, we continue to identify our next level of leaders and pair them with development programs designed to prepare them for future opportunities. In 2022, we launched learning programs specifically focused on preparing emerging leaders for roles within our field operations or our Restaurant Support Center.

GM STABILITY PROGRAMS INCLUDED

A leadership program focused on preparing a cross-functional cohort of mid-level managers for the future of work and leadership. During the nine-month program, participants learn the critical capabilities of leading oneself, to leading others, to leading the business with topics designed to stretch capabilities and improve decision-making skills. The initial cohort of this program graduated 36 emerging leaders and nearly 60% of the participants were promoted after completing the program.

An Executive Development Program, which focuses on developing high potential Team Directors (TDs) by providing them with opportunities to develop in areas such as leadership, marketing, business and finance, data and analytics, ESG and hospitality, as well as gain an in-depth understanding of various functions within the company.

Online executive coaching for mid- and senior level leaders throughout the organization.



LEADERSHIP EVOLUTION AND DEVELOPMENT PROGRAM (LEAD)

"One thing that LEAD has really equipped me with is the knowledge of how to incorporate different leadership styles and how to incorporate them into the field."

– Alan Lopez, Field Leader

"It has made me a more effective leader while establishing new relationships across the country and across different departments."

– Bryan Duff, Team Director

"After completing this course (LEAD), I spend much more time preparing for conversations and interactions with my team and I think I'm a much more thoughtful leader as a result."

– Matt Bush, Director, Assistant Controller & Financial Reporting

"I have learned to be a more effective leader by expanding my leadership style and collaborating with other leaders."

– Donya Kazem, Field Leader

"Working at Chipotle over the past nine years and learning from its restaurant leaders has changed my life...As my career path has evolved...I am now able to impact other people's lives and provide new opportunities for growth like someone did for me."

– Nakeysha Clark, a Certified Training Manager in Washington, D.C.

PEOPLE

ENGAGE AND RETAIN TALENT

In 2022, we launched Voice of Employee (VoE) surveys to over 88,000 employees, including our Crew Members, with an average response rate of 66%. Our goal was to learn more about what we are doing well and where we have opportunities. This feedback helps us continue to foster an inclusive culture in which everyone is inspired to bring their full self to Chipotle and feel a sense of value.

These survey results provide us with a meaningful baseline for understanding the requisite actions to continue to create a positive people culture for all employees.

In 2023, we will launch our “always on” employee listening program, enabling us to collect real-time, actionable feedback from employees at all levels. This approach to employee listening steers away from the method of gathering employee feedback once a year; instead, it allows our people to share feedback at more frequent intervals (aligned with specific employee milestones) throughout the year. This effectively evolves the traditional feedback model and enables us to proactively shape programs based on employee sentiment.

HIGHLIGHTS FROM EACH OF THE SURVEYS

Launched first hourly engagement survey; Participation rate was 54% and overall engagement score was 74% which is consistent with global benchmark; 85% of our employees shared they have what they need to do their job effectively vs. global benchmark of 79%.

Conducted Restaurant Support Center engagement survey; Participation rate was 79% and our overall engagement score of 75% exceeded the global benchmark of 73%; our commitment score of 83% also exceeded the global benchmark of 74%.

Overall employee enthusiasm about our purpose and values continues to lead the industry at 80% for hourly employees, and 89% for RSC and field support employees.

54%

Participation rate of first hourly employee engagement survey

79%

Participation rate of Restaurant Support Center engagement survey

80%

Industry leading rate of enthusiasm from overall employees about our purpose and values



DIVERSITY EQUITY & INCLUSION



DE&I

CHIPOTLE'S DIVERSITY, EQUITY, AND INCLUSION STRATEGY IS CENTERED AROUND FOUR PILLARS:



LEARN
to create awareness.

DEVELOP
to activate our talent.

CREATE ACCESS AND EQUITY
by eliminating barriers for diverse candidates and employees.

SUPPORT OUR COMMUNITIES
by creating pathways to healthier food, education, and jobs.

JOURNEY

DE&I

We recognize our journey is not complete and we are committed to providing equitable opportunities for all employees to succeed. We believe in fostering a culture that values and champions our diversity, while leveraging the individual talents of all employees to grow our business and Cultivate a Better World.

Our purpose of Cultivating a Better World starts with our workforce and extends to the communities we serve. We strive to create an organization where diverse ideas, backgrounds, cultures, and experiences are championed. We take seriously our values of “Authenticity Lives Here” and “The Movement is Real” because they are not just representative of our food, but our people as well. We seek to cultivate an inclusive environment where all our employees can be heard and understood; and commit to intentional actions that will drive the impact we desire.

We are committed to maintaining both racial and gender pay equity. Pay equity analysis is a continual process at Chipotle. We work to identify risks and pay gaps in our organization by gender and race/ ethnicity to support our commitment to pay our employees equitably across gender and race/ ethnicity. We also signed a pay transparency pledge.

Conduct coordinated talent calibration across the organization to identify a diverse pipeline of emerging leaders, matching these leaders with the appropriate development programs to ensure we have a slate of ‘ready now’ internal talent for critical roles within the organization.

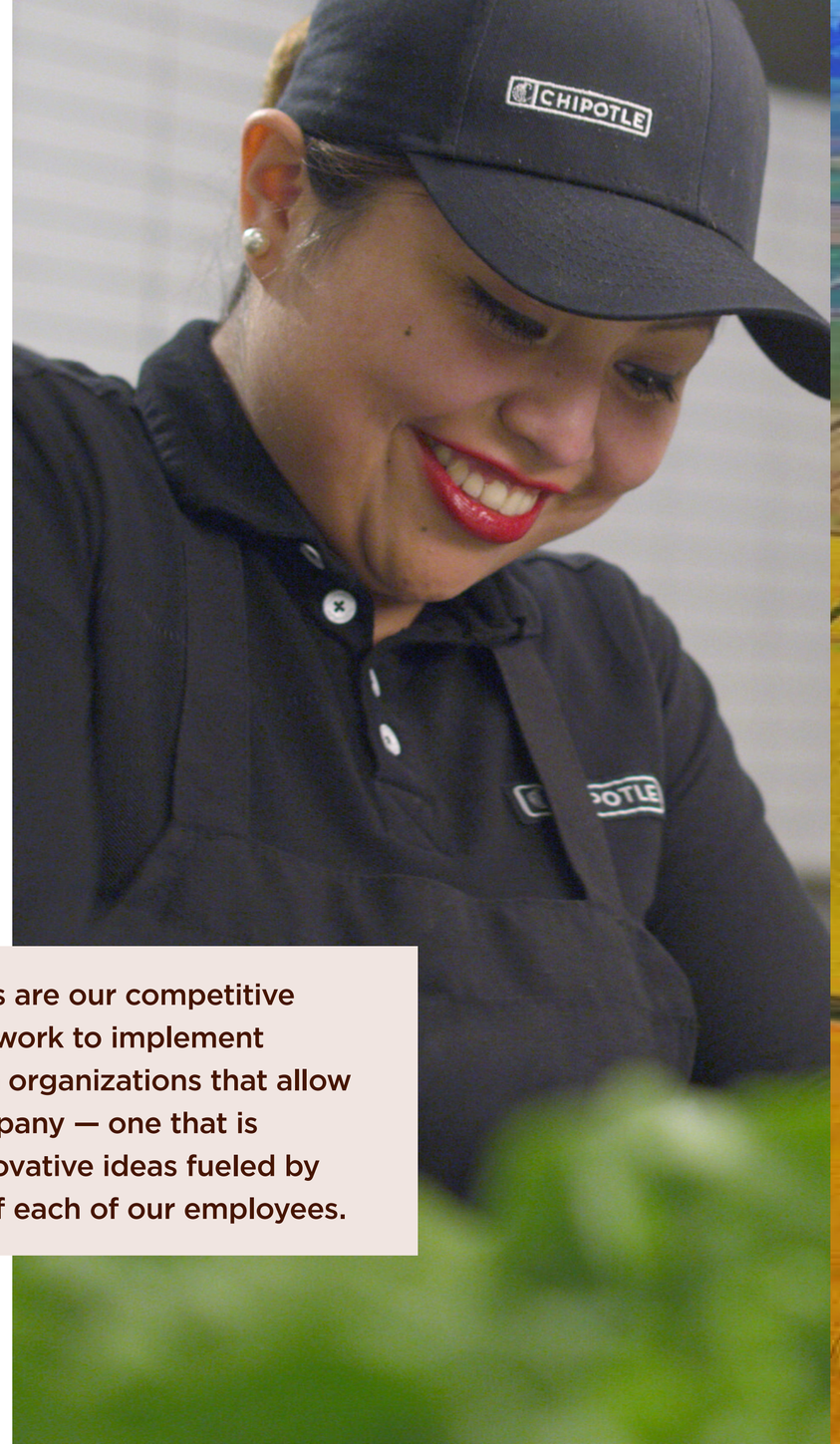
Since December 2021, Chipotle has been participating in Management Leadership for Tomorrow’s (MLT) Black Equity at Work Certification Program. This Program establishes a comprehensive aggregate measurement system and provides a rigorous, results-oriented approach that accelerates progress toward Black equity internally amongst our employees and externally by supporting Black equity within our business partners as well as in the communities where we operate. In 2022, we received notification that our action plan was approved, which is the first step toward achieving certification. We will spend the next couple years refining and implementing our plan in partnership with MLT, and anticipate that we’ll achieve full certification by 2024.

In 2022, we worked closely with the Trevor Project to ensure support for all members of our community by providing inclusivity training focused on creating an inclusive work environment.

As of December 31, 2022, 50% of our United States based employee population was female and approximately 67% of our United States based employee population was comprised of racial and ethnic minorities.

In 2023, we started an engagement with Russell Reynolds Associates (RRA) who will conduct an independent Talent Equity Audit on our behalf. We will leverage their findings to implement actions that create an equitable experience throughout the employee talent lifecycle.

We encourage employees to get involved with our Employee Resource Groups to spark conversations, learn from each other, and grow their careers.



Collectively, our employees are our competitive advantage. That’s why we work to implement programs and partner with organizations that allow us to be stronger as a company — one that is focused on supporting innovative ideas fueled by the diverse backgrounds of each of our employees.

NON-DISCRIMINATION

DE&I

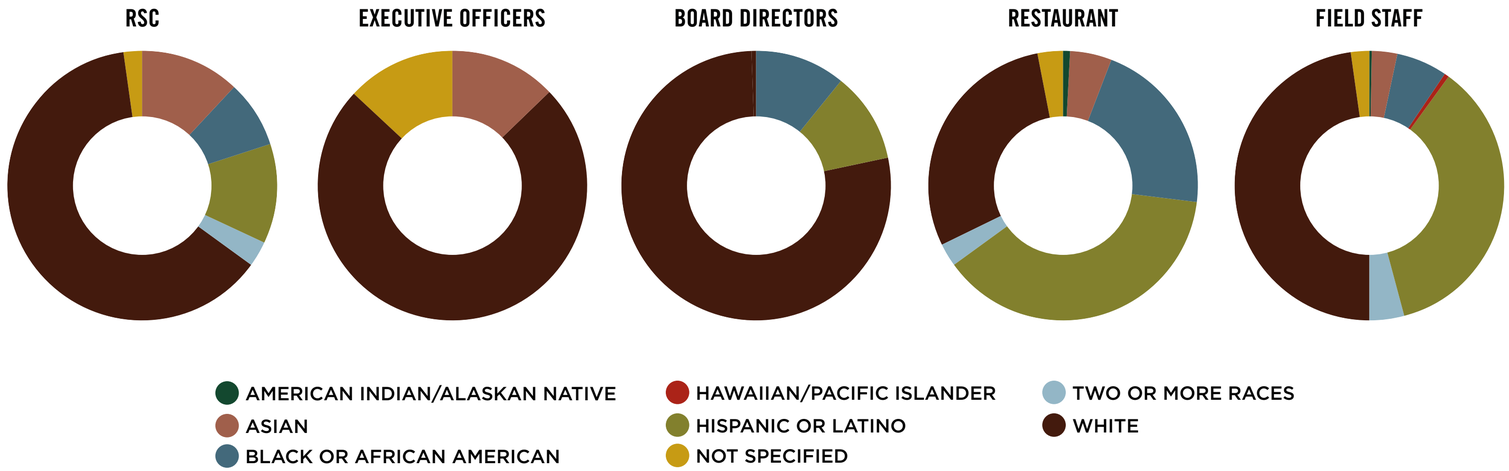
Chipotle prohibits workplace discrimination and all forms of harassment, including sexual harassment. We have a strict rule against workplace conduct that violates any law, makes someone feel unwelcome, or is otherwise a distraction from doing a job to the best of their ability. Employees who violate our Respectful Workplace Policy; our Anti-Discrimination, Harassment and Sexual Harassment Policy; or the law are subject to discipline, which could include termination.
We do not discriminate against any protected status. This policy applies to all our employment practices, including recruiting, hiring, pay, performance reviews, training and development, promotions, and other terms and conditions of employment.

We believe in diversity, equity, and providing a workplace free from discrimination and all forms of harassment. These values improve our business and ensure we maintain a positive working environment for all employees.

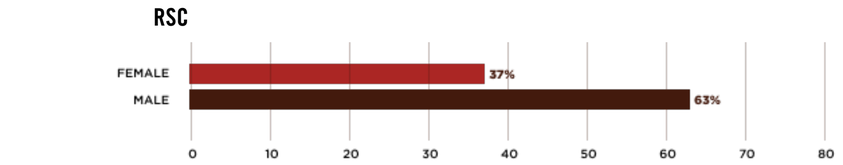


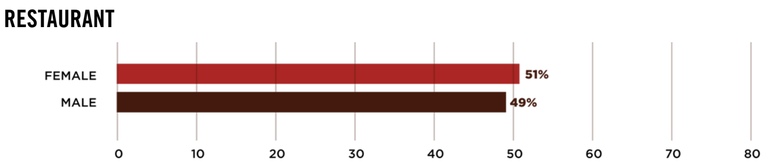
DIVERSITY FIELD STATS (2022)[28]

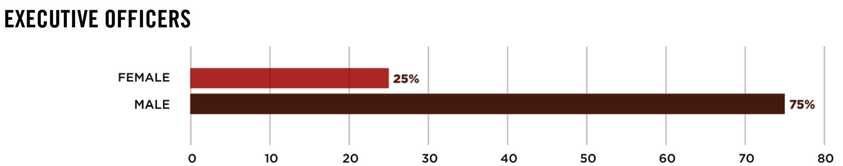
WORKFORCE DIVERSITY

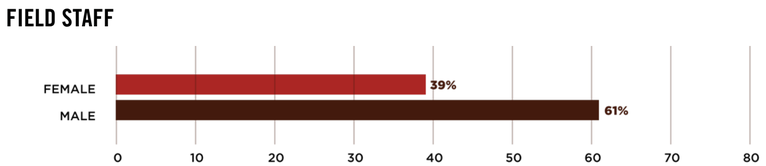


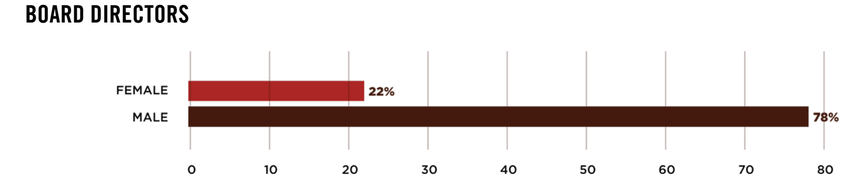
GENDER DIVERSITY











[28]Approximately 0.28% of employees in the United States identified as non-binary.

ADDITIONAL INCLUSION

DE&I

Chipotle's preference is to sign all restrooms with gender-neutral signage, and restrooms in all of our new restaurant openings are signed that way unless local code or law require gender-specific signage or it's a multi-occupant restroom.

We continue to empower our Employee Resource Groups to create a community for our employees to support each other, learn, and celebrate diversity.



EMPLOYEE RESOURCE GROUPS

DE&I

EMPLOYEE RESOURCE GROUPS (ERGS) OVERVIEW

Our voluntary employee-led ERGs help cultivate an inclusive culture. They provide many opportunities for employees to network, learn new skills, and participate in activities of their interest. ERGs provide community, culture support, and development opportunities to advance careers for many of our employees.

UNIFIED
United Network of Influencers Furthering Inclusion and Ethnic Diversity

UNIFIED

UNIFIED advances equity, belonging, and a future free from discrimination and inequality for people of all backgrounds and identities. To achieve this goal and support Chipotle's mission to Cultivate a Better World, UNIFIED brings awareness, knowledge, and understanding of workplace ethnic challenges and community issues. UNIFIED focuses on bringing thought provoking conversations to employees, celebrating our unique background and experiences, providing access and seats at the table for leadership and development, and communication channels for multicultural voices to lead.

CHIPOTLE SERVES

SERVES

Chipotle SERVES supports enhancing and engaging the communities in which Chipotle operates through employee engagement. SERVES invites employees to participate in volunteer opportunities with a range of organizations and hosts philanthropic events such as blood drives and food-bank donations.

HUSTLE

THE HUSTLE

Humans Uniting to Support the Ladies' Experience (HUSTLE) was formed to build a workplace where women can thrive.

Its vision is to cultivate a safe and inclusive environment that attracts, empowers, and elevates women at Chipotle and beyond. HUSTLE's key goals are to have equal gender representation through senior leadership and improve female retention at each level of the organization. The ERG has set out to achieve these goals through creating development and mentorship opportunities for women and their allies, establishing avenues for recognition and foster a culture of elevating women and their allies, and ensuring Chipotle has the right benefits and programs tied to specific needs that support women and their allies.

WELLNESS ERG

CHIPOTLE WELLNESS

Chipotle Wellness ERG fosters an environment that supports Chipotle employees' mental, physical, and financial wellbeing. This group amplifies our current Chipotle wellness offerings and resources, advocates for habits of wellbeing at work and in our personal lives and creates an engaging and collaborative environment that supports employee participation. This group has increased visibility into Chipotle's best-in-class mental health, financial wellness offerings, and fitness benefits. This group also champions community outreach events which fundraise for wellness causes through physical activity and volunteering.

PRIDE EMPLOYEE RESOURCE GROUP

PRIDE

PRIDE fosters a work environment that is inclusive of the LGBTQ+ community and attracts, retains, develops, and celebrates its authenticity. PRIDE is open to all employees regardless of sexual orientation. Chipotle recently received a 100% score on the Human Rights Campaign Foundation's Corporate Equality Index, highlighting best workplaces for the LGBTQ+ equality. The PRIDE ERG continues community outreach and partnership with the Trevor Project to support LGBTQ+ youth, and to bring allyship education to employees of Chipotle.

CULTURE COMMITTEE

CULTURE COMMITTEE

The Culture Committee's purpose is to create spaces where all are encouraged to express their passions and curate new connections. This group orchestrates opportunities to connect employees through social events, welcoming of new employees, and fun interactions! As of 2023, there is a wide variety of groups for everyone to get involved, from intramural sports teams, to conversation clubs that focus on a range of topics from food to pets to parenting, and gatherings over a bite to eat. The Culture Committee collaborates with all ERGs to bring people together, highlighting that people share more similarities than we do differences.

EMPLOYEE SAFETY

PEOPLE

Creating a safe work environment is a top priority and we work hard to ensure all employees understand and engage in safe work practices. Safety is inherently embedded in all our processes; thus, safety is everyone's responsibility.

During orientation, all new hires are required to complete training on how to keep themselves, their team, and our guests safe. As team members learn procedures, they reference our safety standards in materials such as Recipe Cards, Cleaning and Maintenance Cards, the ChipLinks policies page on our intranet, specialized trainings on the Spice Hub – our enterprise Learning Management System (LMS), and the Safety Topics Page on Chiplinks.

The Employee Health & Safety (EHS) Program Manual Policy, Crew Handbook, and Injury Illness Prevention Program together convey our employee safety policies. New employees are required to sign these documents electronically upon joining. Our employee safety measures include teaching employees on all aspects pertaining to safety, as well as completing regular safety training on a quarterly or monthly basis. We regularly review these documents to ensure they're clear and relevant and publish updates as needed.

Safety training begins at orientation and continues throughout a team member's career. Every quarter, all team members within Operations, from crew to Regional Vice President, are required to complete our Quarterly Food Safety Training, which covers the Food Safety Seven and the company's key food safety priorities.

In 2022, Chipotle had six COVID-related Occupational Safety and Health (OSHA) complaints and 23 non-COVID-related OSHA complaints across our 3,100+ restaurants. There were no workplace related deaths. We have resolved all OSHA related complaints quickly and penalty-free.

Chipotle has an Injury Illness Prevention Plan (IIPP) that provides a comprehensive plan on preventing workplace incidents or injuries, how to report a safety incident, and resources to contact. The IIPP has recently been updated to include a section on Infectious Disease Outbreak to trigger the Airborne Infectious Plan as needed or required by law. Additionally, California and Oregon have Heat Illness Prevention Plans (HIPP) as required by state law that detail various heat related illnesses, monitoring for symptoms, and how to prevent heat related illnesses when working near elevated temperatures. Chipotle has the corresponding training available on the Spice Hub that reviews various heat related illnesses and how to prevent them.

For example, we introduced Heat Illness Prevention training for a need in Oregon and finalized Back and Proper Lifting training to help reduce workers' compensation claims related to back injuries.



GIVING

We’re nothing without the communities we serve. That’s why we’ve set up several programs and partnerships to give back to all the communities we’re proud to call home.



GIVING

$6M+

FUNDRAISERS & DONATIONS

$6+ million donated through in-restaurant fundraisers in 2022. Since 2014 we have donated over $92M to 328,000 community groups through our fundraisers.

$1.1M+

CORPORATE GIVING

Given to organizations like the OC Firefighters Association, Pelotonia, KB Foundation, Tustin Police Officers Association, among others through Chipotle's Corporate Giving.

$4.3M

ROUND UP FOR REAL CHANGE

Raised for 10 nonprofits, including classroom supplies for 2,200 teachers in underserved communities.

$60,000

CULTIVATE FOUNDATION

Issued in grants to organizations supporting a sustainable and equitable food system like Niman Ranch, Soul Fire Farm, Black Urban Growers, The Culinary Institute of America, and The Nature Conservancy.

282,000

FOOD DONATION

Over 282,000 meals were donated to 291 local community partners.

$250,000

SEED GRANTS TO YOUNG FARMERS

$250,000 donated through 50 Seed Grants to help Cultivate a Better World.



$50,000

DISASTER RELIEF

$50,000 was given to the Farm Aid Family Farm Disaster Fund, supporting Florida farmers and ranchers affected by Hurricane Ian. We also partnered with the Farmlink Project to donate more than 100,000 pounds of produce to food banks in Fort Myers, one of the communities hit hardest by Hurricane Ian.

FUNDRAISERS AND DONATIONS

GIVING

As we continue to work towards Cultivating a Better World, we are committed to making a real impact in the local communities where our restaurants are located.

Since 2014, we have raised more than $92 million for local causes through 328,000 fundraisers.

In 2022, Chipotle's restaurant fundraising program donated over $6 million by hosting over 29,000 local fundraisers supporting local schools, youth sports teams, and nonprofits.



ROUND UP FOR REAL CHANGE

GIVING

Through the Round Up for Real Change program restaurant guests are offered the opportunity to round up their bill to the next highest dollar amount in the Chipotle app and website.

In 2022, over $4.3 million of raised funds were donated to support communities in need. These include:

Provided classroom supplies to 2,200 teachers in underserved communities.

Partnered with the Red Cross to provide relief to Ukraine during their crisis as well as relief for communities impacted by Hurricane Ian.

Partnered to provide mental health resources to LGTBQ+ youth via the Happy Hippie Foundation.

ORGANIZATIONS SUPPORTED INCLUDE:[29]

THE FARMLINK PROJECT

$1.2M

The Farmlink Project, founded by college students, is dedicated to sending unsold produce from farms to food banks.

American Red Cross

$600,000+

$600,000+ for the **American Red Cross** donated to support relief in Ukraine and Florida following Hurricane Ian.

FOLDS of HONOR

$400,000+

Provided over $400,000 in scholarships to the families of fallen veterans with **Folds of Honor.**

KIDS IN NEED FOUNDATION

$600,000+

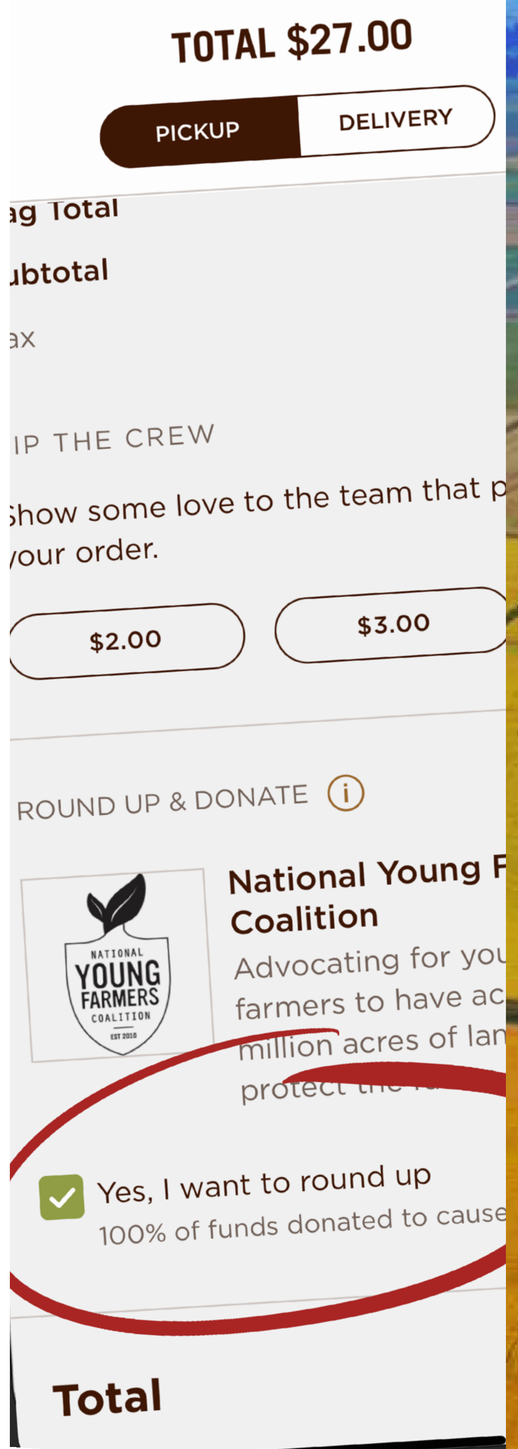
Kids in Need believes every child in America should have equal opportunity and access to a quality education.

NATIONAL YOUNG FARMERS COALITION

$300,000

National Young Farmers Coalition
$300,000+ for the National Young Farmers Coalition.

[29]Examples of some organizations we have supported, this is not an exhaustive list.



GIVING

FOOD DONATION

We take great pride in our efforts to reduce food waste through mindful preparation and food donation. Beyond monetary donations, our restaurants have donated food to help feed those in need in our local communities.

- Over 282,000 meals donated to local partners
- 36 million pounds of food moved to food banks

Every Chipotle restaurant has access to a food donation program, the Harvest Program, which pairs each restaurant with a local charity or food bank. In 2022, we donated over 282,000 meals to those in need. For more on how we are reducing food waste, please visit the Environment section of this report.

DISASTER RELIEF

In 2022, we partnered with the Red Cross to provide relief to Ukraine during their crisis and to communities impacted by Hurricane Ian. We also donated $50,000 to the Farm Aid Family Farm Disaster Fund, which supports farmers and ranchers in the wake of natural disasters.
The donation supported Florida farmers who were affected by Hurricane Ian. Our efforts included fundraisers, corporate monetary donations, feeding volunteer aid workers, and paying out our employees for all scheduled work through any closures.

CHIPOTLE GOODS

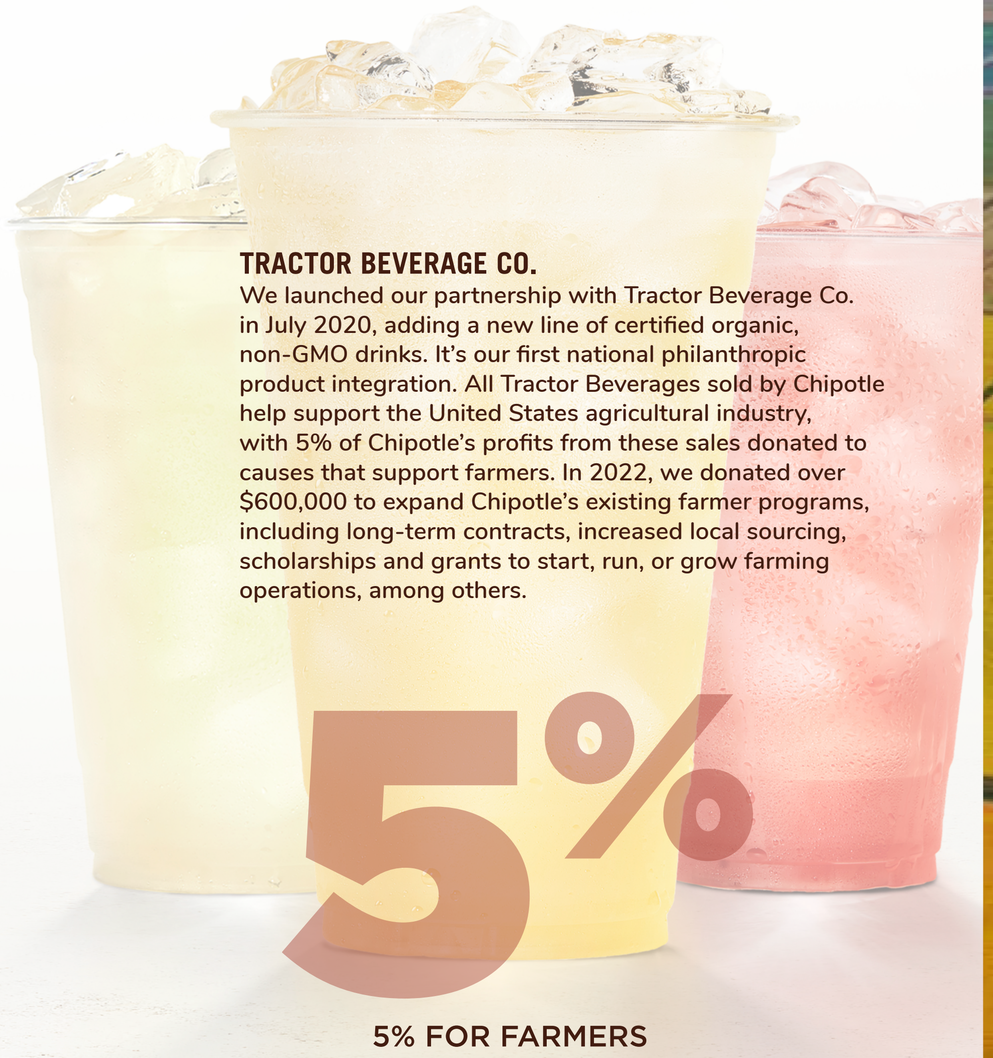
At Chipotle, we approach food differently. From the beginning, we imagined a better world, and chose to make it real. Our approach to Chipotle Goods is different as well. We take the same care, respect, and big-picture thinking we apply in the kitchen to everything else we make.

PARTNERING FOR CHANGE

Our aim is to not only be less wasteful, but climate positive as well as we close the loop on food and fashion. Our goal is to do good when it comes to the environment and social impact around the world. But real change takes time.
And while we've come a long way, we know we can always do better. That is why we work with like-minded partners to find creative solutions and sustainable systems where everybody wins. One such partner is Textile Exchange, a global non-profit that identifies and shares best practices for farming, materials, processing, traceability, and end-of-life to reduce the textile industry's impact on the world's water, soil, air, and human population.

We carefully pick partners who care just as much as we do. As a pioneer in sustainable fashion, Loomstate is our exclusive restaurant uniform partner. As we launched Chipotle Goods, they played an integral role in our shared vision of thoughtfully designed apparel made from 100% certified organic materials and socially responsible methods of production.

All profits from sales via the ChipotleGoods.com site are donated to charitable causes dedicated to making apparel and food more sustainable. To determine the amount of the donations, profits are computed as the sales price received for an item, less the cost of the item, shipping and handling charges, and an agreed cost allocation for our supplier partners.



TRACTOR BEVERAGE CO.

We launched our partnership with Tractor Beverage Co. in July 2020, adding a new line of certified organic, non-GMO drinks. It's our first national philanthropic product integration. All Tractor Beverages sold by Chipotle help support the United States agricultural industry, with 5% of Chipotle's profits from these sales donated to causes that support farmers. In 2022, we donated over $600,000 to expand Chipotle's existing farmer programs, including long-term contracts, increased local sourcing, scholarships and grants to start, run, or grow farming operations, among others.

CULTIVATE FOUNDATION

GIVING

Chipotle established the Chipotle Cultivate Foundation to extend its commitment to making real food accessible for all. With every grant we give and every organization we partner with, our goal is to have an impact on our mission of making real food accessible for all. The Chipotle Cultivate Foundation granted $60,000 this year to support:

Niman Ranch Next Generation Foundation scholarships and regenerative agriculture grants.

Soul Fire Farm, an Afro-Indigenous centered community farm committed to uprooting racism and seeding sovereignty in the food system.

Black Urban Growers, founded in 2010 and committed to building networks and community support for growers in both urban and rural settings.

Culinary Institute of America Financial Relief Scholarship.

The Nature Conservancy towards their Regenerative Food Systems Concept.



CHIPOTLE Cultivate FOUNDATION

The Foundation Board is currently working on broadening the mission to incorporate food and animals, and the planet, to ensure deeper alignment with Chipotle's overall goals.

PEOPLE

MANAGEMENT

Our CEO and Chairman of the Board of Directors (Board), Brian Niccol, has been a visionary for our sustainability pursuits since he joined the company in early 2018.

Brian shifted our mission to “Cultivating a Better World.” He believes in implementing and managing sustainability across all aspects of our business. Sustainability is a part of everyone’s job at Chipotle, and we have clear sustainability governance structures that we revise periodically as the company continues to grow.

Our Board regularly evaluates the performance of our senior management team. In addition, the Compensation, People & Culture Committee of the Board of Directors (Compensation Committee) annually evaluates the performance of our CEO, which is led by the Chair of the Compensation Committee and our Lead Independent Director.

We have actively recruited people for our Board and our senior leadership team who have high integrity, a strong record of accomplishment, and display the independence of mind and strength of character necessary to make an effective contribution to the company and represent the interests of all stakeholders.

Our Board believes that diverse membership with varying perspectives and breadth of experience is an important attribute of a well-functioning Board and is committed to cultivating a culture free from discrimination on the basis of a person’s race, ethnicity, national origin, religion, gender, sexual orientation, gender identity or expression or other prohibited basis. Accordingly, diversity (whether based on factors such as race, gender, national origin, religion, or sexual orientation or identity, as well as on broader principles such as diversity of perspective and experience) is one of many elements that are considered in evaluating a particular director candidate. The Nominating Committee and Corporate Governance Committee of the Board actively seeks to include qualified women and individuals from minority groups in the pool from which new director candidates are selected and instructs each recruiting firm retained by the Board to identify candidates who, in addition to having particular skills and experience, also would add to the diversity of the Board.

The Board of Directors and senior leadership team are involved with the development, approval, updates and oversight of the organization’s purpose, value or mission statements, strategies, policies, and goals related to financial, environmental, and social topics.

The Board of Directors and senior leadership team are involved with the development, approval, updates and oversight of the organization’s purpose, value or mission statements, strategies, policies, and goals related to financial, environmental, and social topics.

The Audit and Risk Committee oversees our risk assessment and risk management processes; compliance with and training on the Code of Ethics; cybersecurity, privacy and data security programs, policies and risk assessment and mitigation; the whistleblower hotline and procedures for the receipt, retention and treatment of complaints; and compliance with legal and regulatory requirements and our response to actual and alleged violations, including claims of harassment, discrimination or alleged violations of applicable employment laws.

The Compensation Committee oversees our human capital management, including diversity, equity and inclusion programs and initiatives, recruitment and retention of employees, gender, racial and ethnic pay equity and relative compensation and benefits offered to employees across the company.

The Nominating Committee oversees policies and programs relating to environmental, sustainability and social responsibility policies, goals and programs, Government Affairs initiatives and policies, and programs relating to social responsibility, corporate citizenship, and public policy issues significant to the company. This includes reviewing the effectiveness of the organization’s policies and programs relating to environmental, sustainability and social responsibility at least twice a year and, when necessary, on request. We have a process for communicating critical concerns to the full Board of Directors.



EXECUTIVE COMPENSATION

PEOPLE

We include goals on Environmental, Social, and Governance (ESG) performance in our annual incentive plan that ties a portion of our executive compensation to ESG objectives.

We are passionate about inspiring real change in people, food, and the environment every day. The ESG-tied compensation plan ensures our leaders continue to incorporate ESG into our strategic priorities. Our proxy statement is available online and includes more information about executive compensation.



BOARD OF DIRECTORS

PEOPLE

Our Board of Directors oversees the management of operations across Chipotle. Its responsibilities include economic, environmental, and social oversight. Board members are subject to annual election by our shareholders, and the Board selects the CEO, who has overall responsibility for managing and growing our business.

Our Board has nine members: six men and three women. We continue to seek out ways to diversify our Board. As of December 31, 2022, Chipotle's Board of Directors included:



BRIAN NICCOL
Director since 2018

Chief Executive Officer and Executive Chairman, Chipotle Mexican Grill



ALBERT BALDOCCHI
Director since 1997

Self-employed financial consultant and strategic advisor



GREGG ENGLES
Director since 2020

Founder and managing partner, Capital Peak Partners



PATRICIA FILI-KRUSHEL
Director since 2019

Chief Executive Officer, Talent Innovation



MATT CAREY
Director since 2021

Executive Vice President of Customer Experience of The Home Depot, Inc



ROBIN HICKENLOOPER
Director since 2016

Senior Vice President of Corporate Development, Liberty Media, Governance Committee



SCOTT MAW
Director since 2019

Executive Vice President and Chief Financial Officer (retired), Starbucks Corporation, Lead Independent Director



MAURICIO GUTIERREZ
Director since 2021

President and Chief Executive Officer of NRG Energy, Inc



MARY WINSTON
Director since 2020

Founder and President, WinsCo Enterprises Inc.

BOARD OF DIRECTORS

PEOPLE

More information about our Board members, including their biographies, is available on our Investor Relations website at ir.chipotle.com under "Corporate Governance."

TENURE AS OF DECEMBER 31, 2022

4 1-3 YEARS

3 4-5 YEARS

2 5+ YEARS

Board Member	Years of Service	Independent	Audit and Risk Committee	Compensation Committee	Nominating and Corporate Governance Committee
Albert Baldocchi	26	✓			✓
Matthew Carey	2	✓	✓		
Gregg Engles	3	✓		✓	
Patricia Fili-Krushel	4	✓		Chair	
Mauricio Gutierrez	2	✓		✓	
Robin Hickenlooper	7	✓			Chair
Scott Maw	4	✓	Chair		
Brian Niccol	5	No			
Mary Winston	3	✓	✓		

8 INDEPENDENT

1 NON-INDEPENDENT

3 WOMEN

6 MEN



SENIOR MANAGEMENT

PEOPLE

While the Board of Directors is responsible for oversight of our business, our executive leadership team is responsible for executing our strategy and managing day-to-day operations. The executive leadership team is comprised of executive Officers and senior management.

Many aspects of our business strategy are rooted in our commitment to sustainability. This includes our conscientious food sourcing practices, our commitments to more environmentally friendly building materials and energy efficient systems, and the value we place on a diverse and inclusive workforce. Our Officers are committed to further advancing the many achievements laid out in this report and meeting future sustainability challenges. While one of the primary objectives of our Officers is to build shareholder value, we believe our strategy to bolster sales and grow profitability is aligned with our sustainability commitments. Given the close connection between sustainability efforts and the operation of our business, we believe that our business objectives are well aligned with our sustainability efforts.

EXECUTIVE OFFICERS



BRIAN NICCOL
Chairman and Chief Executive Officer



JOHN R. (“JACK”) HARTUNG
Chief Financial and Administrative Officer



SCOTT BOATWRIGHT
Chief Restaurant Officer



CURT GARNER
Chief Technology Officer



LAURIE SCHALOW
Chief Corporate Affairs and Food Safety Officer



CHRIS BRANDT
Chief Marketing Officer



ROGER THEODOREDIS
Chief Legal Officer

SENIOR MANAGEMENT



KERRY BRIDGES
Vice President of Food Safety



CARLOS LONDONO
Vice President of Supply Chain



TAWANDA STARMS
Vice President of People Experience and Chief Diversity, Equity, and Inclusion Officer

STAKEHOLDER ENGAGEMENT

PEOPLE

We value and respect the insight, expertise, and experience of all our stakeholders.

We engage regularly with investors, suppliers, non-governmental organizations (NGOs), and other stakeholders in our areas of operation. We frequently solicit feedback from industry groups, suppliers, safety professionals, and sustainability practitioners. We engage with our largest shareholders throughout the year to discuss topics that are of interest to them, which often include ESG issues. We reach out to our 25 largest shareholders each fall, and then again after we file the proxy statement for our annual meeting of shareholders.

In 2022, we completed a new materiality assessment where we identified key ESG issues based on external trends, peer benchmarking and stakeholder concerns as well as internal insights and business information. Our process included engagement with NGOs, shareholders, suppliers,academia, employees, and our Lead Independent Director from our Board.

SOME OF OUR KEY STAKEHOLDERS INCLUDE:

Employees, from whom we solicit feedback in multiple ways including at Town Halls. Before, and during Town Halls, staff employees can submit questions for senior leaders. Employees can also submit complaints or concerns about our business and operations through our anonymous Respectful Workplace Hotline. We also conduct an Engagement Survey to solicit employees' feedback.

Customers, from whom we solicit feedback in a number of ways. We provide an online customer service tool through which anyone can contact us regarding any concern or compliment. We also conduct customer satisfaction research via online surveys and direct customer research surrounding specific launches or ingredients.

Shareholders, who elect the members of our Board of Directors and vote on other important corporate matters.

Other key stakeholders include suppliers, regulatory groups, NGOs, and ESG groups.

SHAREHOLDERS HAVE ASKED ABOUT:

Our employment related policies and practices, including employee engagement, average wages, educational and other benefits offered to employees and opportunities for career advancement.

Gender and racial equity and pay equity, including evaluations and initiatives to address any gaps.

Gender and ethnic diversity within our labor force and Board composition, including statistics, trends and diversity and inclusion initiatives.

Corporate governance practices, including composition of our Board of Directors and shareholder engagement.

Human capital management, including retention, promotion and development practices and initiatives.

Sustainability and environmental policies and practices.

Human capital Information is available on the Corporate Governance page of our Investor Relations website at ir.chipotle.com.

Anyone may contact us or submit questions and feedback via our website at www.chipotle.com/email-us.

ETHICS

PEOPLE

We advocate for ethical business practices throughout our business, celebrate our people, and work hard to cultivate a diverse community among our employees.

CODE OF ETHICS

Our Code of Ethics is publicly available on our website and reflects our commitment to the highest standards of integrity, ethics, and compliance with the law in all our activities. All employees are required to sign the Code of Ethics as part of their orientation, and we expect all employees, Officers, and Board members to reflect our Code's standards every day. The Code establishes standards and expectations of ethical behavior. It includes sections on Anti-Corruption and Anti-Bribery, Human Rights, our Integrity Statement, our Anti-Discrimination Policy, our Harassment and Sexual Harassment Policy, and our policies on Workplace Safety and Violence Prevention and Respectful Workplace. All director-level and above employees are required to certify their compliance with the Code of Ethics each year. Also, our anti-corruption policies and procedures have been communicated to all of our governance body members via the Code of Ethics.

In 2021 we developed an Anti-Corruption policy to improve our processes and procedures. In 2022, we introduced a module on anti-corruption in our 2022 Code of Ethics training for all RSC employees and restaurant managers. In 2023, we are launching a new training explicitly focused on bribery and anti-corruption. The new training will be mandatory for all supply chain and IT systems employees.

We have an "open door" policy concerning issues of non-compliance with the Code of Ethics or any other company policy. We encourage all of our employees to bring their concerns to a trusted manager, a member of the People Experience team or our Respectful Workplace Hotline, which is available 24 hours per day, seven days a week and can accept anonymous reports.

EMPLOYMENT ETHICS

It is our explicit policy that we employ only those individuals who are authorized to work in the United States. We are committed to ensuring compliance with the Immigration and Nationality Act, as amended by the Immigration Reform and Control Act of 1986. We have been audited by both state and local authorities for employment law compliance. Since 2011, we have used the E-Verify system to validate work authorization status to ensure we are compliant with regulations.

We state our immigration policy in our employee handbook, and require all hiring managers to attend new-hire training, which addresses immigration compliance. We require all Restaurateurs, General Managers, and Apprentices to complete our immigration compliance training, which is compliant with I-9. This training ensures Chipotle only hires employees who are authorized to work and refrain from discrimination when choosing who we hire.

We hire and promote on the basis of job-related qualifications and abilities without any bias prohibited by federal, state, and local laws. We strive to keep our workplace and practices free from any form of discrimination, intimidation, harassment, or bias. Chipotle is not the recipient of any financial assistance from the government, nor do we have a Political Action Committee (PAC) or make any direct political contributions.

CODE OF CONDUCT

All of our food, beverage, paper and packaging suppliers are required to adhere to our Code of Conduct for Suppliers or a substantial equivalent. Annually our suppliers sign to acknowledge that they are in compliance with their own Code of Conduct (if any) or Chipotle's Code of Conduct for Suppliers. The Code of Conduct for Suppliers is publicly available on our website and establishes expectations on ethical behavior for suppliers, including Anti-Corruption policies.

SECURITY PERSONNEL & ASSET PROTECTION TEAM

All third-party agencies are required to provide use of force training to their guards that we use to provide onsite security services. Additionally, nearly all jurisdictions require that guard agencies and individual guards be licensed by the state. These licensing requirements include additional use of force training. These third party-provided guards are not currently subject to our Code of Conduct.

In 2022, we revised our contracts with our security providers to include language that addresses expectations and performance. We also created a unified use of force security to diffuse situations effectively and appropriately, where possible.

All Chipotle team members that are part of our asset protection team are subject to the same Code of Ethics as all other team members. The asset protection team does not directly provide security services but may be called upon in extreme situations to provide some level of physical security.

We have a 24-hour surveillance system in all of our restaurants. We are aware of the need to continuously monitor our data security practices and protocols and have a clear escalation process to address any issues that arise. We encountered no material IT security issues in 2022. We continue to evaluate and improve our security measures.

PROTECTING OUR CUSTOMERS

Creating a safe environment is a top priority and we work hard to ensure all employees understand and engage in safe work practices. Refer to the Employee Safety section of this report for details on training to ensure both employee and customer safety.

EXISTING PROTOCOLS TO ENSURE GUEST SAFETY INCLUDE:



HAND SANITIZER FOR GUESTS



TAMPER-EVIDENT PACKAGING SEALS ON EVERY PICK-UP OR DELIVERY ORDER BAGS

MARKETING

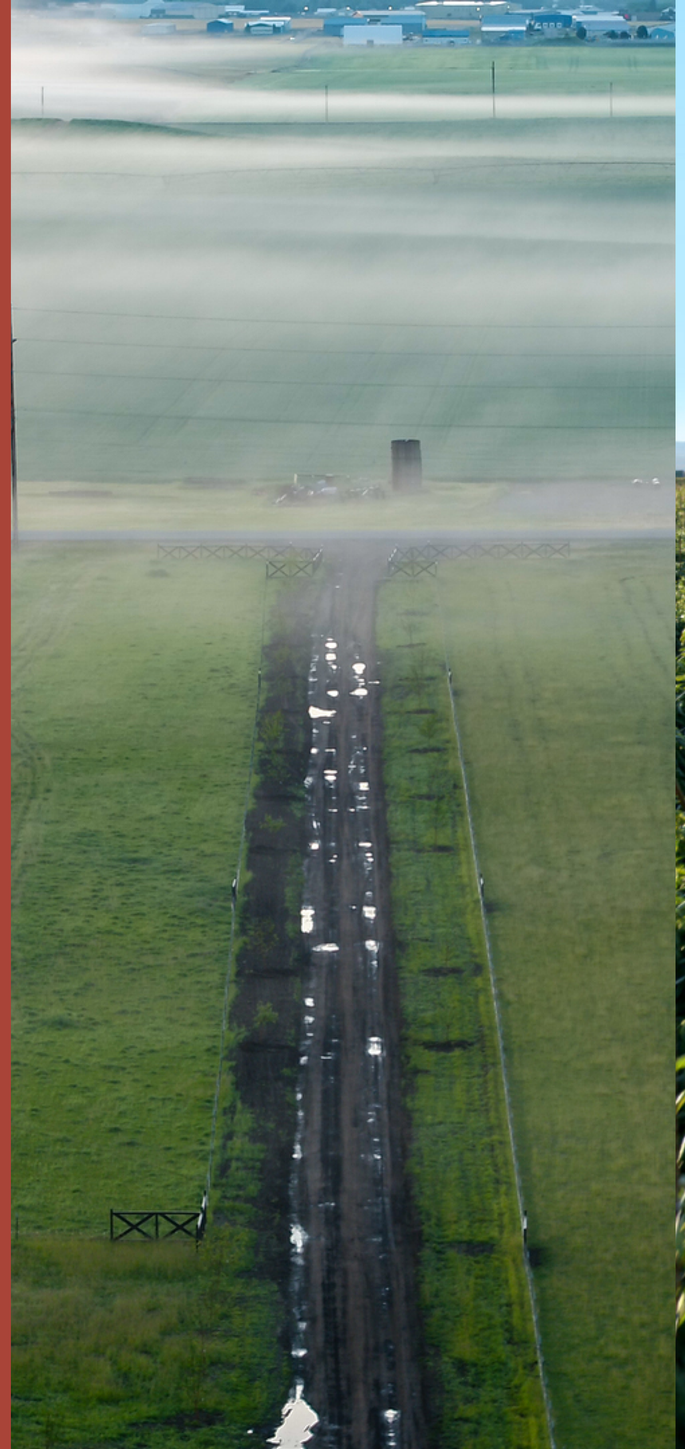
PEOPLE

MARKETING & COMMUNICATIONS

We know how powerful, effective, and influential marketing can be. We're committed to using marketing responsibly and ensuring total transparency on what we are doing. We hope our marketing helps us continue to drive change and Cultivate a Better World. Our marketing program and philosophy is a model designed to generate higher consumer awareness and drive guests into our restaurants. We want our brand to be more visible, more engaging, and more relevant in culture.

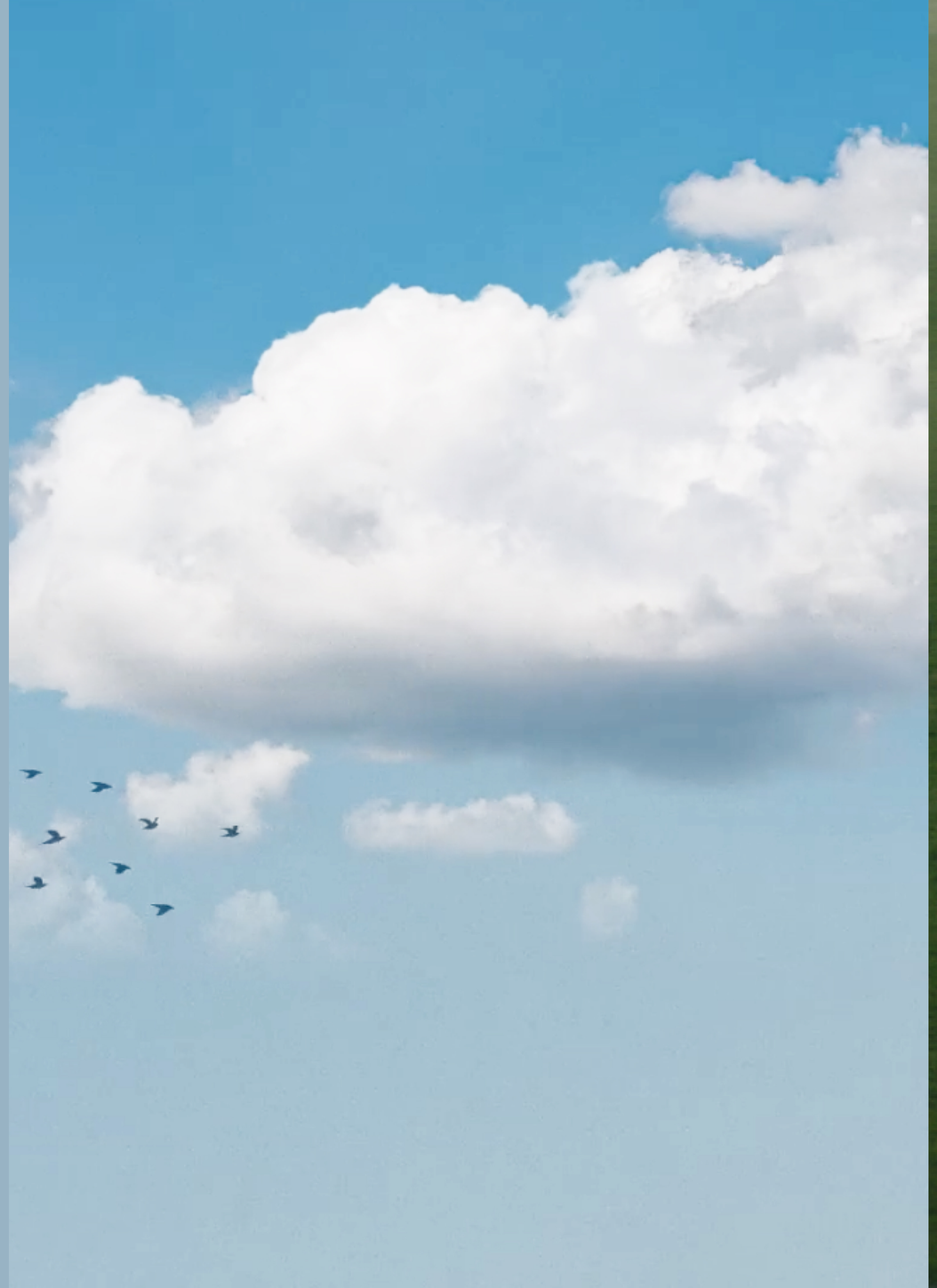
Our "Real Foodprint" tool compares estimated values for a variety of sustainability-related metrics for each of Chipotle's 53 real ingredients to their conventional counterparts. To reach consumers, we use a variety of sustainability-related metrics for marketing channels, including national television, digital marketing, social media, fundraising, events, and sponsorships.

We have invested and will continue to invest in extensive customer research to gain insight into our consumers and inform our business decisions, media, messaging, and innovation pipeline. Any marketing programs we implement that may have a significant reach to children under 18, such as our sponsorship of youth sports organizations, are generally crafted to encourage healthy lifestyles and personal growth. We work to ensure our advertising campaigns are inclusive of the race and ethnicity of our employees and mirror the demographics of our employee population. We engage a diverse mix of influencers that align with our employees and diverse customer base.





ENVIRONMENT



LETTER FROM OUR HEAD OF SUSTAINABILITY

ENVIRONMENT

Sustainability has always been a part of how we operate our business at Chipotle. From the way we source and raise our food, to managing our operations, and respecting the natural resources on this planet. In the next few years, we have plans to grow our business substantially. We see this as an opportunity to develop initiatives that will enable Chipotle to continue to operate sustainably.

In our previous reports, we set short term milestones for annual achievements. As we look towards the future, we are focused on medium and long-term targets that we can build strategic programs around.

To forge a path for sustainable growth this past year we focused our efforts in developing strategies to address the environmental impact of our direct operations. We focused on energy efficiency, innovation in equipment, and renewable energy strategies.

We know that agricultural emissions account for over 11% of the greenhouse gas emission in the United States and is the greatest contributor to our Scope 3 emissions. We engaged with our suppliers to better understand what their current practices are, and how we can develop a holistic approach to address climate impacts, water resources, soil health, and support productivity. Our intention is to develop an approach and strategies that take into consideration the various co-benefits associated with different practices.

Besides operational efficiencies in terms of energy, we are also building on our efforts to promote circularity, minimize the amount of materials we use, and increase diversion rates through our materials and product selection.

We look forward to sharing what we learn on our journey to Cultivate a Better World.



Lisa Shibata
Head of Sustainability





ENVIRONMENT

ACHIEVED

GOAL: Increase energy savings at the restaurant level through improvements to our Energy Management Systems (EMS) by end of 2022.

PROGRESS: ~65,000 MWh of electricity saved through energy monitoring.

GOAL: Identify key water risk areas and ingredients throughout supply chain in an effort to inform our water conservation strategy.

PROGRESS: Completed a water risk assessment to identify areas of our operations and supply chain operating in water stressed regions.

GOAL: Add an additional 125 restaurants to our compost program by end of 2022.

PROGRESS: Started composting programs at 150 additional restaurants.

GOAL: Baseline construction diversion rate by end of 2022.

PROGRESS: Completed baseline for construction waste and diversion.

ON-TRACK

GOAL: Baseline food waste throughout supply chain and identify key areas of impact opportunity by 2023.

PROGRESS: Surveyed distribution centers on waste management practices.

GOAL: 50% reduction in Scope 1, 2, and 3 greenhouse gas emissions by 2030.[30]

PROGRESS: 13% reduction in Scope 1 and 2.[32] 26% increase in Scope 3 emissions.

GOAL: Identify key biodiversity hotspots throughout our operation by 2025.

PROGRESS: Engaged suppliers on management practices and the impacts on biodiversity.

NOT ON-TRACK

GOAL: Waste: 5% reduction in waste to landfill by 2025.[31]

PROGRESS: 27% increase in waste to landfill, however we have increased diversion by 77% compared to 2020.[31]

Our commitment to make a positive impact on the planet extends beyond our direct operations, and on to strategies that engage with the community and our supply chain.

CLIMATE

50% reduction in Scope 1, 2, and 3 greenhouse gas emissions by 2030[30]

BIODIVERSITY

Identify key biodiversity hotspots throughout our operation by 2025

WASTE

5% reduction in waste to landfill by 2025[31]

[30]Emission reductions are compared to a 2019 baseline.
[31]2020 waste baseline.
[32]Includes purchases of energy attribute certificates.



65,000 MWh

Reduced approximately 65,000 MWh of energy via our energy management systems

HIGHLIGHTS

ENVIRONMENT

100%

100% of our new restaurant openings participated in our food donation “Harvest Program”

32%

Set up and maintained composting program at 32% of all restaurants

13%

Reduced Scope 1 and 2 GHGs by 13%[33]

49%

Achieved a 49% landfill diversion rate

40%

Purchased approximately 40% of our electricity from renewable sources[33]

[33]Includes purchases of energy attribute certificates.

CLIMATE

We acknowledge climate change as one of the most pressing issues of our time and recognize our organization's impact on this issue. It is with this acknowledgment that we are able to make a change for the better and further drive our climate strategies.

We invite you to learn more about our plans, strategies, and big picture thinking around climate in the following sections.



CLIMATE

ACKNOWLEDGING CLIMATE CHANGE RISK

Our profitability depends in part on our ability to anticipate and react to changes in commodity costs, including ingredients, paper, supplies, fuel, utilities and distribution, and other operating costs, including leasing costs and labor. Any volatility in key commodity prices or fluctuation in labor costs could adversely affect our operating results by impacting restaurant profitability. The markets for some of the ingredients we use, such as beef, avocado, and chicken, are particularly volatile. This is due to factors such as limited resources, seasonal shifts, climate conditions, and industry demand. Additionally, animal disease outbreaks in other parts of the world, international commodity markets, food safety concerns, product recalls, and government regulation have also caused increased fluctuations. Increasing weather volatility or other long-term changes in global weather patterns, including related to global climate change, could have a significant impact on the price or availability of some of our ingredients. These factors are beyond our control and are, in many instances, unpredictable. Volatility in prices or disruptions in supply also may result from governmental actions, such as changes in trade-related tariffs or controls, sanctions and counter sanctions, government-mandated closure of our suppliers' operations, and asset seizures. The cost and disruption of responding to governmental investigations or inquiries, whether or not they have merit, or the impact of these other measures, may impact our results and could cause reputational or other harm.

In addition, our supply chain is subject to increased costs arising from the effects of climate change, greenhouse gasses, and diminishing energy and water resources. The ongoing and long-term costs of these impacts related to climate change and other sustainability related issues could have a material adverse effect on our business and financial condition if not properly mitigated.

We also could be adversely impacted by price increases specific to meats raised in accordance with our sustainability and animal welfare criteria, and ingredients grown in accordance with our Food with Integrity specifications. This is because these markets are generally smaller and more concentrated than the markets for conventionally raised or grown ingredients. Any increase in the prices of the ingredients most critical to our menu, such as chicken, beef, dairy (for cheese and sour cream), avocados, beans, rice, tomatoes, and pork, would have a particularly adverse effect on our operating results. If the cost of one or more ingredients significantly increases, we may choose to temporarily suspend serving the menu items that use those ingredients, such as guacamole or one of our proteins, rather than pay the increased cost. Any such changes to our available menu may negatively impact our restaurant traffic and could adversely impact our sales and brand. We can only partially address future price risk through forward contracts, careful planning, and other activities, and therefore increases in commodity costs could have an adverse impact on our profitability.

WORKING TOWARD CLIMATE CHANGE ADAPTATION

Along with all our partners and competitors, Chipotle continues to assess how to anticipate business risks resulting from climate change. We're committing to developing an internal plan to guide future business decisions. This adaptation plan will include mitigation plans, going beyond simply reacting to climate change-related events and instead planning proactively for them along all our operations, including our supply chain.

We also believe in supporting a more sustainable approach to agriculture, including regenerative, pasture-raised, grass-fed, free range, organic, GMO-free, naturally raised, and/or local practices where feasible. We believe these methods are better for the ingredients we purchase, the humans that eat them, and the environment in which the food is grown or raised.

We know that there isn't one specific solution to sustainable agriculture, but we believe in finding the most sustainable approach on an ingredient-by-ingredient basis. What is most sustainable for cilantro might not be the most sustainable choice for tomatoes; what makes the biggest sustainable impact in cattle production might not be the best solution for raising chickens. Although this approach takes significant investment, we feel it ultimately produces a more sustainable business and a more sustainable future.



CLIMATE

Environmental sustainability is a key driving force in our mission to Cultivate a Better World and we acknowledge the need for all businesses, including our own, to take actions to address climate change.

Goal: Reduce Scope 1 and 2 greenhouse gas emissions 50% by 2030 from a 2019 base year. We are also committed to reducing our absolute Scope 3 greenhouse gas emissions by 50% within the same timeframe.

Our climate goal was approved by Science Based Targets initiative (“SBTi”) and in alignment with scientific recommendations of emission reductions required to keep global warming from exceeding 1.5°C.

Our strategy starts with seeking out energy efficiency opportunities to reduce our overall demand on energy resources, utilization and development of alternative low carbon resources, and use of renewable energy. We continue to identify design strategies to reduce our reliance on fossil fuels, like natural gas, in our restaurants to support greater use of renewable resources.

This past year we focused on strategies to improve upon our efficiencies, manage our overall demand on fossil fuels, and explored how to integrate renewable energy into our operations.

2022 EMISSIONS (MT CO_2e)[34]

137,178
Scope 1

141,433
Scope 2 (location based)

69,559
Scope 2 (market based)

206,737
Total direct emissions

2022 PROGRESS

-13%
Scope 1 and 2 emissions reduction[35]

+26%
Scope 3 emissions increase

[34]Metric tonnes of carbon dioxide equivalents.
[35]Includes the purchase of certified energy attribute certificates.

CLIMATE

From our Design team that builds our restaurants with energy efficiency in mind, to our Procurement team that purchases energy-efficient equipment, to our Facilities team that helps drive down energy usage by maintaining and fixing equipment, we are constantly looking for ways to build and operate more sustainable restaurants.

We have consulted Leadership in Energy and Environmental Design (LEED®) green building standards in several of our restaurants and continue to consider them when we construct new restaurants. We work with the Food Service Technology Center, a national resource for commercial foodservice energy efficiency, to test the efficiencies of our restaurant equipment.

In 2022, we completed energy audits with a third party, and started to innovate our design to create the restaurant of the future. We developed, and piloted various scalable kitchen equipment that can reduce our energy needs. We tested stovetop equipment, developed a more efficient rice cooker with our supplier, and evaluated changes in our cookline design that can help us decrease the amount of energy consumed by the hood fans. We assessed every piece of equipment in our restaurants to determine how we can transition to a low carbon design, while not sacrificing food safety, quality, and productivity.

DESIGN ELEMENTS APPLIED AT THE MAJORITY OF OUR RESTAURANTS TO REDUCE OUR OPERATIONAL EMISSIONS FOOTPRINT:

Full LED lighting

High efficiency heating and cooling systems

Energy Management Systems

Low flow plumbing fixtures

Tankless water heaters

EnergyStar rated kitchen equipment

Low volatile organic compounds (VOC) finishes



RENEWABLE ENERGY STRATEGY

CLIMATE

We are committed to the responsible development of renewable energy resources to support a clean energy future. Supporting renewable energy adoption and growth reduces greenhouse gas emissions, increases resilience, and supports job creation in the industry. As part of our strategy, we are exploring and determining applicability based on location, and energy demand of our restaurant operations for: on-site renewable projects, community solar projects, green tariffs, power purchase agreements, virtual power purchase agreements, tax equity investments, and energy attribute certificates.

Over the years, we have worked diligently to reduce energy use in our restaurants by evaluating every aspect of our restaurant designs. We have standardized the installation of energy management systems at every restaurant to manage heating and cooling, refrigeration temperatures, and other equipment. Not only are we able to monitor food safety and employee/customer comfort, but we can also adjust the set points for the HVAC units as needed for seasonality.

65,000 MWh

In 2022 we saved approximately 65,000 MWh of energy through energy management systems in our restaurants. This is enough energy to power over 6,100 homes in a year.



CLIMATE

To address Scope 3 emissions requires dedicated engagement with our supply chain partners to influence process changes and innovation to achieve our climate goals. We are committed to identifying strategies for greenhouse gas emission reductions in our value chain.

We focus on the top seven categories in Scope 3, which include: purchased goods and services, capital goods, fuel and energy-related activities, upstream transport, waste disposal, business travel, and employee commuting.

Our Scope 3 emissions are generated by: purchased goods and services, capital goods, fuel and energy-related activities, logistics, waste disposal, business travel, and employee commuting.

We have created working groups to support development of strategic emission reduction activities with key suppliers. These pillar groups focus on approaches for: Restaurants, Transportation and Warehousing, Food Supply Chain, and Waste & Packaging. Engaging with our suppliers is an ongoing endeavor and it will take time to execute new practices to result in reduced emissions. Our approach for emission reduction strategies include:

- Investing in projects to drive emission reductions in beef and dairy production
- Exploring and developing strategies to support greater adoption of regenerative agriculture practices
- Supporting greater use of low carbon fuels and adoption of renewable resources in logistics
- Sourcing materials to promote a circular economy, and promote diversion efforts

Scope 3 GHG emissions		2022 GHG Emissions (tonnes CO_2e/year)
Category 1	Purchased Goods and Services	3,937,199
Category 2	Capital Goods	156,156
Category 3	FERA	30,986
Category 4	Upstream Transportation and Distribution	107,494
Category 5	Waste to Landfill	129,131
Category 6	Business travel	8,445
Category 7	Employee commuting	143,132
Category 9	Downstream Transportation and Distribution	38,723
Category 12	End of Life Treatment of Sold Products	40,163
	Total:	4,591,429

CLIMATE

Chipotle is passionate about our ability to Cultivate a Better World. We do this by supporting the build of better farms to support people and better food systems. Whether that means supporting healthier farms to make real food more accessible for future generations or reinvigorating communities through the land that binds generations together, regenerative agriculture will help us on the journey towards that goal. We understand that there is immense value in the journey of regenerative agriculture, not simply the destination. We aim to help grow and move the wider industry to unify food standards with Sustainability.

In our supplier survey we found that improving soil health is our most widely adopted philosophy and that most of our suppliers have adopted one or more regenerative agriculture management principles or philosophies. We also found that when sharing details about regenerative management approaches, suppliers emphasize partnerships and work with local communities. By identifying leading suppliers in this field, we aim to enable opportunities for future partnerships and improvement.

Regenerative agriculture practices for five product categories: beef and dairy, pork, poultry, grains, beans, and produce.

Our effort towards regenerative agriculture will require us to get our boots dirty. We'll leverage and grow our personal relationships with farmers and supply partners with mutual trust, transparency, and openness. We'll collaborate with these partners to move towards a more regenerative philosophy, focusing on improving the health and wellbeing of water, soil and biodiversity while increasing farmer profitability and livelihood.

Ingredient by ingredient, we'll build upon and evolve our current Food with Integrity standards, using innovation to bring emerging ideas to the mainstream where they can make the most impact. Chipotle's dedication to these aspects of impact will help influence other players in the food industry to do the same.



SUPPLIER SURVEY:
Regenerative agriculture practices for product categories: beef and dairy, pork, poultry, grains, beans, and produce.

CLIMATE

Real Foodprint is the first sustainability tool of its kind, showing the estimated sustainability impact an order like yours can make on the planet by choosing Chipotle's responsibly-sourced ingredients versus conventional ones.

Real Foodprint gives our guests a look into our sourcing efforts and allows them to track how they can help Chipotle Cultivate a Better World. Our guests can track and view the cumulative impact of their orders each year.

Real Foodprint compares illustrated estimates for each of Chipotle's 53 real ingredients to their conventional counterparts against the following five key metrics:

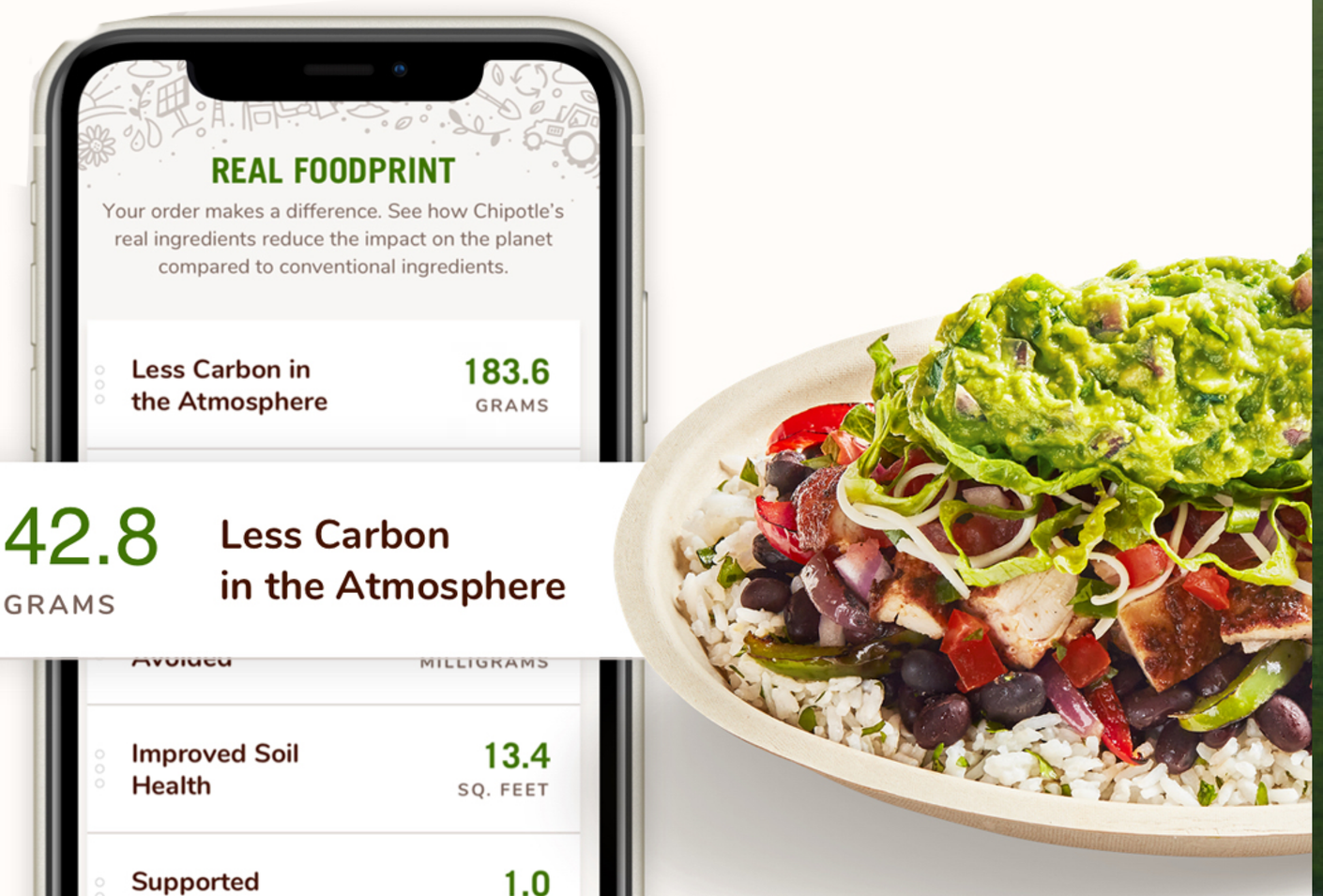
5

5 KEY METRICS

- LESS CARBON IN THE ATMOSPHERE
- GALLONS OF WATER SAVED
- ANTIBIOTICS AVOIDED
- ORGANIC LAND SUPPORTED
- IMPROVED SOIL HEALTH

CHIPOTLE

Real FOODPRINT



CLIMATE

HOWGOOD PARTNERSHIP

Metrics for Real Foodprint are provided by HowGood, a mission-driven, independent research company who reports having the world's largest sustainability database for products and ingredients. HowGood aggregates information from Chipotle's suppliers and over 450 unique data sources, including peer-reviewed scientific literature, industry findings, and research from government and non-governmental organizations, to evaluate the average impact of Chipotle's 53 real ingredients on the environment and animal welfare. Chipotle is the first restaurant brand to partner with HowGood.

METHODOLOGY

To develop Real Foodprint, HowGood evaluated Chipotle's award-winning sourcing standards for all 53 ingredients to demonstrate the impact each Chipotle digital order can have on the planet. The positive change in impact across the five key metrics is the difference between estimated data for each ingredient based on Chipotle's sourcing standards and conventional, industry-average standards. HowGood also aggregated data on the percentage of each ingredient used in each Chipotle menu item, to help tailor each guest's Real Foodprint.

DEFINING CONVENTIONAL SOURCING

To establish the industry average, HowGood used data from authoritative sources like the United States Department of Agriculture, the National Organic Program, peer-reviewed published agricultural papers, and reports from agricultural extension schools to determine a baseline for conventional production of food.



MENU

CLIMATE

PLANT-BASED MENU

In 2022, we provided a variety of vegetarian and vegan menu items. At times, we even expanded our menu for a limited time to give our guests an opportunity to try something new and support an offering with a lower carbon footprint.

In 2022 we launched our Plant-Based Chorizo made with pea protein, certified vegan, and free of artificial ingredients, colors, preservatives, grains, gluten, and soy, supporting vegetarian/vegan lifestyles and helping to lower greenhouse gas emissions typically associated with meat-based proteins.

LIFESTYLE BOWLS

In 2022, as a part of our efforts to make healthy habits easy and accessible, we continued to offer Lifestyle Bowls – preconfigured entrées made with real, fresh ingredients that align with health and wellness lifestyle preferences like Whole30®, Keto, Paleo, High Protein, Vegan, and Vegetarian.

OUR 2022, PLANT-BASED LIFESTYLE BOWLS INCLUDED:

- Whole30® Salad Bowl: Supergreens Lettuce Blend, Plant-Based Chorizo, Fresh Tomato Salsa, Fajita Veggies, Guacamole
- Vegetarian Bowl: Supergreens Lettuce Blend, Pinto Beans, Plant-Based Chorizo, Fresh Tomato Salsa, Fajita Veggies, Cheese
- Vegan Bowl: White Rice, Black Beans, Plant-Based Chorizo, Corn Salsa, Fresh Tomato Salsa, Shredded Romaine Lettuce

Lifestyle Bowls are available exclusively on the Chipotle app and Chipotle.com.



VEGETARIAN



VEGAN



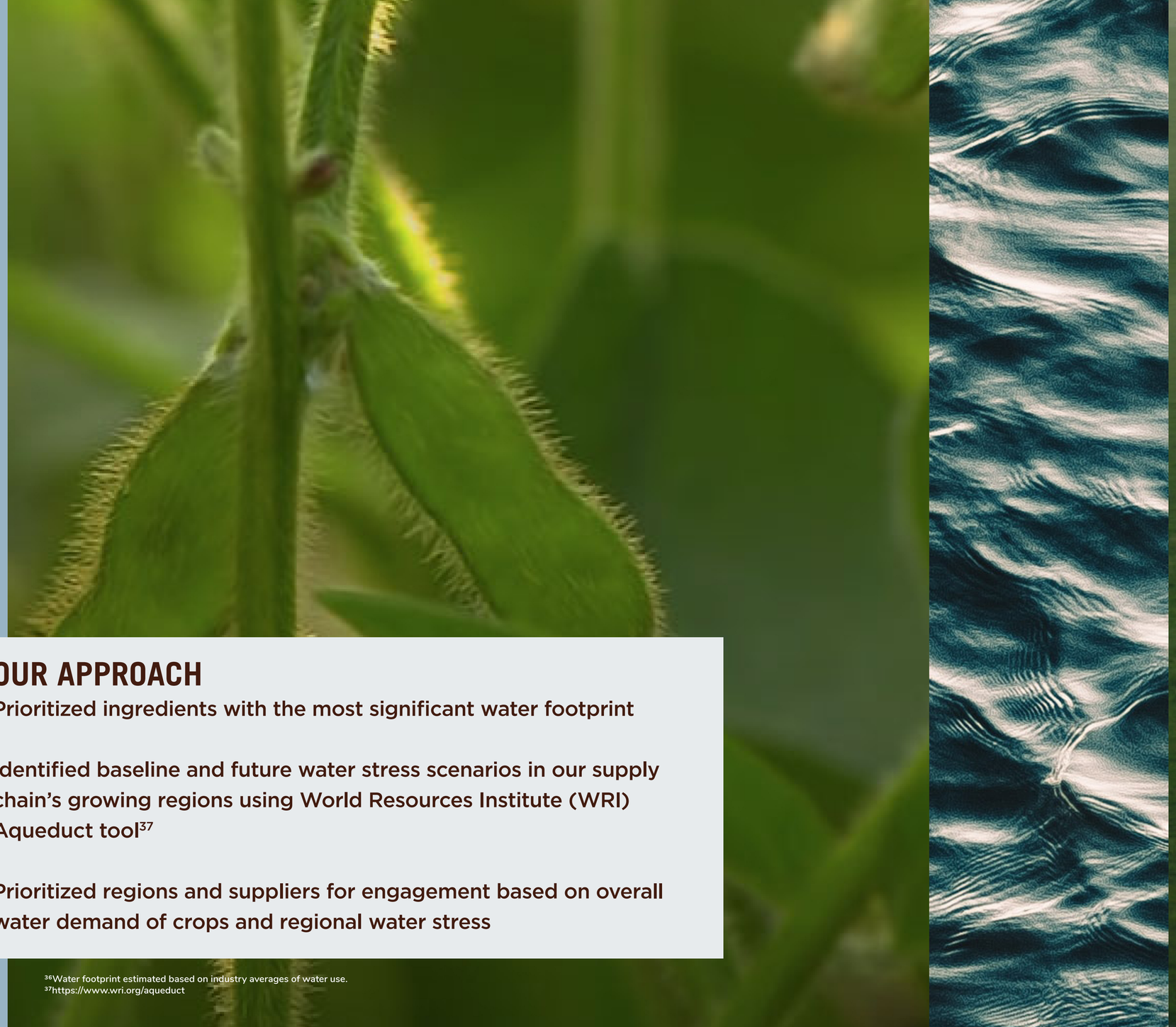
WHOLE30

CLIMATE

We manage water use in our restaurants through recovery, reuse, recycling, and proper wastewater disposal. In drought-prone areas such as California, we use native and drought-tolerant plants in our landscaping to reduce exterior water use. At many of our new, freestanding restaurants, we include on-site water retention for rainwater when permissible. Rather than sending rainwater directly into the storm water system, on-site retention allows soil to rehydrate itself naturally, thus reducing the need for irrigation.

Water is an important resource for our operations and to support production of all ingredients used at Chipotle. We have taken the first step in developing a context-based locally relevant water stewardship program. In 2022 we completed a water risk assessment to identify areas of our operations and supply chain operating in water stressed regions. We have prioritized suppliers with a high water footprint[36], and operating in either high or extremely high water stressed areas for further engagement to collaborate on water stewardship strategies.

Next steps include engagement with our suppliers and other stakeholders in the high priority regions to develop resilient water strategies for operations, assess and create plans to address local watershed needs.



OUR APPROACH

Prioritized ingredients with the most significant water footprint

Identified baseline and future water stress scenarios in our supply chain's growing regions using World Resources Institute (WRI) Aqueduct tool[37]

Prioritized regions and suppliers for engagement based on overall water demand of crops and regional water stress

[36]Water footprint estimated based on industry averages of water use.
[37]https://www.wri.org/aqueduct

WASTE

We take a holistic approach to waste management and consider the type and amount of materials we use, diversion capacity, and engagement with our guests.

We are exploring ways to reduce the amount of waste generated at all levels of our operations. In our supply chain, we request that suppliers practice payload optimization, shipping more of each item in fewer shipments to reduce excess packaging materials. At the restaurant level, we train each employee to mindfully prepare and cook our ingredients in ways that minimize waste.



WASTE

We set a goal of baselining our construction waste by 2022. We conducted a construction waste audit to identify the opportunities for diversion, primarily reclamation and recycling of mixed metals, concrete, asphalt, and gypsum board. The pilot was completed on the remodeling of our restaurants to create a Chipotlane. We found that concrete was nearly 75% of the waste generated on-site.

We will continue to develop an estimate for construction of new builds, refine projections for remodels, and identify processes to divert construction waste from landfill.





WASTE

AVOCADO DYE

In 2020, we partnered with Loomstate to develop avocado dye for apparel with 60,000 avocado pits collected from our restaurants. We have continued to reuse our avocado pits and plan to expand the line to include additional food scrap materials in the near future.

In 2022, we collected 300,000 pits, which is five times more pits than in 2020 for the avocado dye program. This example of promoting circular use of food waste not only diverts additional materials from going into landfill, but also replaces the use of 325,000 gallons of synthetic dyes.





HARVEST PROGRAM

WASTE

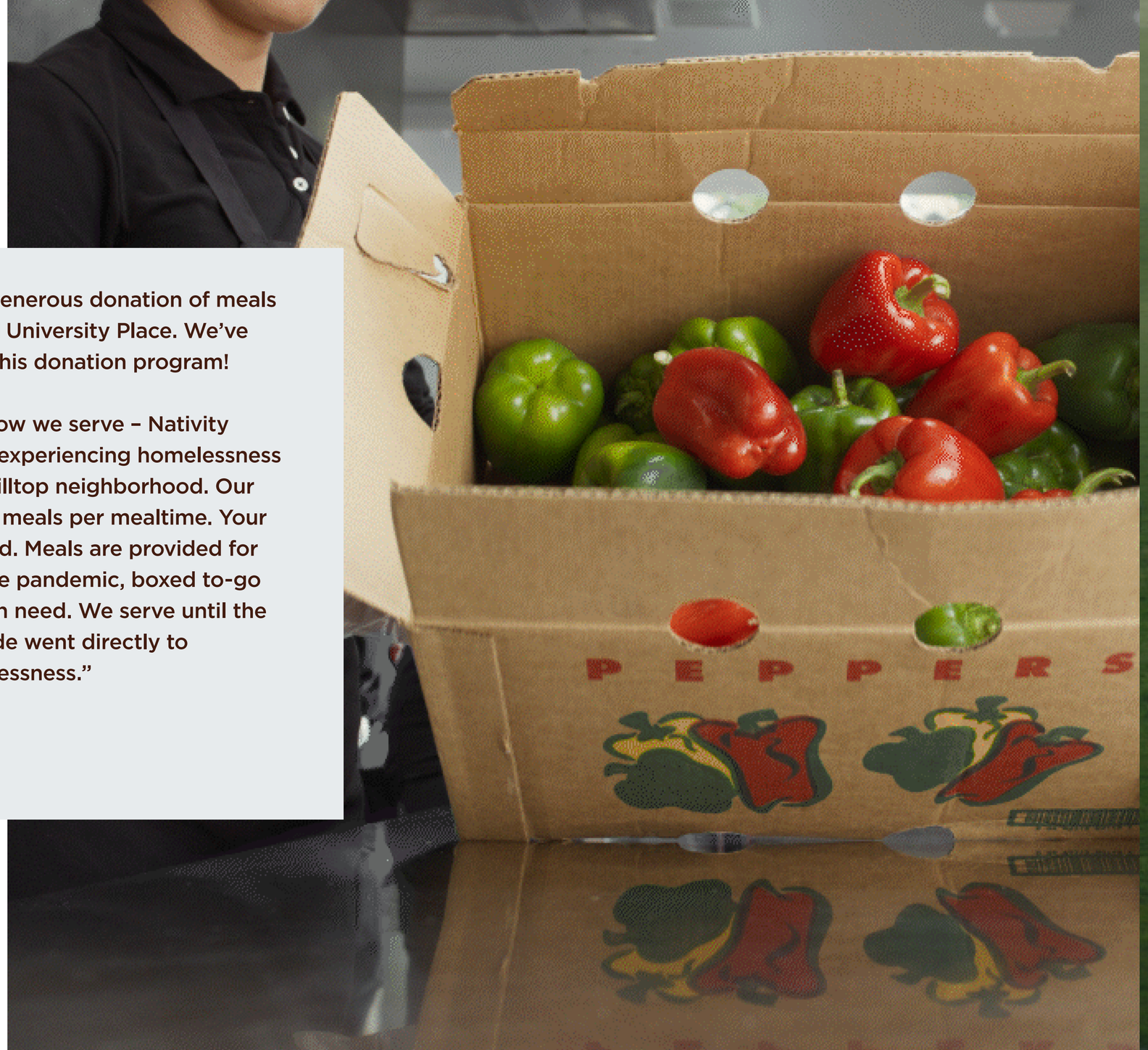
Small batch cooking also allows us to minimize the amount of food waste from our line each day. For prepared food that is servable at the end of the night, each restaurant has access to a food donation partner through The Harvest Program that connects restaurants with local charities.

In 2022, we donated over 282,000 pounds of food to those in need through 291 local community partners, valued at $2.8 million. Since we began participating in the Harvest Program in 2007, we have donated enough food for 12.5 million meals throughout the United States.



NATIVITY HOUSE

WASTE



"I want to express our heartfelt gratitude for the generous donation of meals from the three restaurant openings in Tacoma and University Place. We've received so many meals and ingredients through this donation program!

To provide context regarding who we serve and how we serve – Nativity House provides shelter for adult men and women experiencing homelessness and serves as a primary 'food hub' for Tacoma's Hilltop neighborhood. Our kitchen team serves anywhere between 150-200+ meals per mealtime. Your generous donations have helped us meet that need. Meals are provided for all guests staying at the shelter and throughout the pandemic, boxed to-go meals have been provided at the door to anyone in need. We serve until the food is gone and the meals Chipotle helped provide went directly to community members actively experiencing homelessness."

-Megan Edwin, Volunteer Coordinator
Catholic Community Services

DIVERSION

WASTE

Although we are adding new restaurants annually, we have been able to achieve a 49% diversion rate. We remain committed to achieving our waste goal and have set a milestone goal to establish composting resources at 235 additional restaurants by the end of 2023.

5%

Waste Goal: 5% reduction in waste to landfill by 2025

150

Additional restaurants enrolled in composting, exceeding our goal of 125 new enrollments

RECYCLING AND DIVERSION IN 2022

49%
Waste diverted from landfill

92%
Of our restaurants recycled

~32%
Of restaurants composted

IN 2022 WE DIVERTED OVER 196,735 TONS OF WASTE[39]

130,212 tons
Recycled

66,523 tons
Composted

Waste Goal; 5% reduction in waste to landfill by 2025[38]			
	2020	2022	Percent Change Compared to 2020
Waste to Landfill (Short tons)	160,739	203,262	26%
Diversion (Short tons)	110,645	196,735	78%

[38]2020 waste baseline.
[39]All values in short tons.

PACKAGING

SUSTAINABILITY AND PACKAGING

As packaging makes up nearly one-third of our waste, improving the environmental impact of our packaging is a top priority. We source recyclable and compostable materials to enable greater opportunities to divert waste from landfill. In 2022, 100% of our burrito bowls, bags, napkins, kid's meal trays, and quesadilla trays were made with 100% compostable natural fiber materials. We are also working with suppliers on other packaging solutions, including ways to reduce and reuse packaging where possible in our supply chain. Although composting was only available in 1,000 of our restaurants as of the end of 2022, our goal is to increase the number of our restaurants with composting.

INNOVATION: BURRITO BOWL

Although our burrito bowls are 100% compostable, we continue to evaluate materials that will lower our environmental impact. We are assessing a new prototype consisting of bamboo and bagasse. Bamboo is less carbon intensive since it does not require the use of pesticides and requires less water to grow. The high tensile bamboo also creates a stronger bowl that may improve performance, while still providing a compostable product.

100%

In 2022, 100% of our burrito bowls, bags, napkins, kid's meal trays, and quesadilla trays were made with 100% compostable natural fiber materials.





PACKAGING

INCREASE CONSUMER ENGAGEMENT

In the United States and Canada guests can select to include or leave out napkins and utensils with their order. This feature gives the guest an opportunity to reduce unnecessary single-use items and prevent waste. We continue to seek opportunities to reduce waste through technology, alternatives, engagement, and creating a great customer experience.

IMPROVE SHIPPING

Cardboard alone accounts for approximately half of our total waste by volume – much more than food – and is a significant focus of our sustainability program. We're continuing to optimize the logistics of our packaging, starting with our most highly used packaging items. This means that we can ship more product in fewer trips.

ENHANCING SAFETY AND PACKAGING

We use sustainably sourced food packaging that meets regulatory requirements and follows Biodegradable Products Institute (BPI) standards. Our suppliers have confirmed that they do not use PFAS in the manufacturing of the packing products they supply to us; the only PFAS found in these items (if any) would come from naturally occurring or environmental factors and fall within the allowable limits of PFAS according to BPI.

92%

92% of our restaurants had a diversion program (recycling and/or composting) for packaging

We follow all applicable regulations related to the use and disposal of our packaging products. If a product comes into contact with food, we ensure the product is FDA-approved. We ask our suppliers to provide certification that food-contact packaging is free of Bisphenol A (BPA, an industrial chemical for plastics that can seep into food), perfluorinated chemical (PFC, a toxic chemical), conflict minerals and nanoparticles, and that it is Biodegradable Products Institute (BPI)-certified compostable where applicable. We also ask suppliers to provide the country of origin of raw materials, as well as recycled content.

Our packaging suppliers, and internal packaging team, continue to invest in the research and expertise to re-conceptualize the products, processes, systems, and sources to keep food safety a top priority in our packaging for all the communities we serve.

100%

100% of our bags and napkins were made with 100% recycled content or natural fiber

100% of our bowls, quesadilla and kids' meal trays were made with 100% compostable plant-based fiber

100% of the paper in our cups was Sustainable Forestry Initiative (SFI) Certified

FORWARD-LOOKING STATEMENTS

Certain statements in this report, which relate to our Food & Animals, People, and Environment goals, and statements regarding our goals and plans with respect to staffing, employee benefits, our supply chain standards and auditing, and environmental goals, as well as other statements of our expectations and plans, are forward-looking statements as defined in the Private Securities Litigation Reform Act of 1995. We use words such as “anticipate”, “believe”, “could”, “continue”, “should”, “estimate”, “expect”, “intend”, “may”, “predict”, “target”, and similar terms and phrases, including references to assumptions, to identify forward-looking statements. The forward-looking statements in this report are based on information available to us as of the date such statements are made and we assume no obligation to update these forward-looking statements. These statements are subject to risks and uncertainties that could cause actual results to differ materially from those described in the statements. These risks and uncertainties include the risk factors described from time to time in our SEC reports, including our most recent annual report on Form 10-K and subsequent quarterly reports on Form 10-Q, all of which are available on the investor relations page of our website at ir.chipotle.com.

SUSTAINABILITY REPORT APPENDIX

GREENHOUSE GAS EMISSIONS

GREENHOUSE GAS EMISSIONS[1]	2022	2021	2020	2019
SCOPE 1 AND 2 GHG EMISSIONS (MTCO2E)[1,2]				
LOCATION-BASED	272,611	257,756	246,505	245,980
MARKET-BASED[3]	206,737	263,883	262,271	238,407
CHANGE IN SCOPE 1 AND 2 GHG EMISSIONS FROM 2019 BASELINE (MARKET-BASED)	-13%	11%	10%	0%
GROSS QUANTITY OF DIRECT (SCOPE 1) GHG EMISSIONS (MTCO2E)	131,178	126,374	118,296	116,629
QUANTITY OF SCOPE 1 BIOGENIC CO2 EMISSIONS (MTCO2E)	0	0	0	0
GROSS QUANTITY OF INDIRECT (SCOPE 2) GHG EMISSIONS (MTCO2E)				
SCOPE 2 TOTAL (LOCATION-BASED)	141,433	131,382	128,209	129,351
SCOPE 2 TOTAL (MARKET-BASED)	144,287	137,509	143,975	121,778
CHANGE IN SCOPE 3 GHG EMISSIONS FROM 2019 BASELINE[4,5,6]	26%	11%	3%	
QUANTITY OF GROSS OTHER INDIRECT (SCOPE 3) GHG EMISSIONS BY GHG PROTOCOL CATEGORY (MTCO2E)	4,591,429	4,046,188	3,744,342	3,632,699
1 – PGS	3,937,199	3,474,511	3,253,376	3,197,665
2 – CAPITAL GOODS	156,156	130,097	94,098	95,985
3 – FUEL AND ENERGY-RELATED ACTIVITIES	30,986	29,038	23,323	22,252
4 – UPSTREAM TRANSPORTATION AND DISTRIBUTION[7]	107,494	100,434	91,046	86,712
5 – WASTE GENERATED IN OPERATIONS	129,131	97,239	96,669	70,172
6 – BUSINESS TRAVEL	8,445	4,221	2,922	9,464
7 – EMPLOYEE COMMUTING	143,132	133,886	119,282	113,089
9 – DOWNSTREAM TRANSPORTATION AND DISTRIBUTION	38,723	41,517	35,675	11,271
12 – END-OF-LIFE TREATMENT OF SOLD PRODUCTS	40,163	35,245	27,951	26,089

[1]Greenhouse gas emissions are measured and calculated according to the principles in the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol's "A Corporate Accounting and Reporting Standard, 2004 revised edition" (GHG Protocol). All emissions are expressed in metric tonnes of carbon dioxide equivalents.

[2]Revised emissions from previously reported totals.

[3]Market-based emissions takes into account purchased Renewable Energy Certificates (RECs). The renewable portion of the electricity grid mix for which we do not possess RECs or GOs are not included in this calculation.

[4]Growth in sales and new restaurant openings, resulting in an associated increase in scope 3 emissions.

[5]Restated Scope 3 emissions in 2021 as a result of updating emission factors used for PGS. Restated 2019 Scope 3 emissions from transitioning from spend based to hybrid calculation methodology.

[6]The scope of this data excludes the PGS of non-Chipotle restaurants, however this accounts for less than 0.01% of total emissions.

[7]Upstream transportation does not currently include the emissions associated with delivery of produce to distribution centers.

WASTE

WASTE[8]	2022	2021	2020	2019
TOTAL PERCENTAGE OF OPERATIONAL WASTE DIVERTED FROM LANDFILL	49.0%	50.0%	41.0%	43%
TOTAL OPERATIONAL WASTE GENERATED FROM (TONS)	399,997	305,538	271,375	198,929
TOTAL WASTE TO LANFILL (TONS)	203,262	151,258	160,739	113,626
TOTAL WASTE DIVERTED (TONS)	196,735	154,287	110,645	85,303

[8]Excludes construction waste. Waste generated in North America operations only.

EMPLOYEE

STATS

Employee statistics reflect our employment as of December 31, 2022.

Data on employment, gender representation, and diversity and inclusion represents United States only.

UNITED STATES	2022	2021	2020	2019
CONTINGENT	1,628	1,610	1,192	529
EMPLOYEE	102,772	96,445	86,540	82,069
US TOTAL	104,400	98,055	87,732	82,598

CONTINGENT

GENDER REPRESENTATION	2022		2021		2020		2019	
	CONTINGENT	EMPLOYEE	CONTINGENT	EMPLOYEE	CONTINGENT	EMPLOYEE	CONTINGENT	EMPLOYEE
FEMALE	129	51,890	367	50,825	363	47,327	101	44,023
MALE	143	50,260	247	45,103	259	38,944	164	37,827
NON-BINARY	0	81						
NOT INDICATED	1,356	541	996	517	570	269	264	219
TOTAL	1,628	102,772	1,610	96,445	1,192	86,540	529	82,069

NON-CONTINGENT

GENDER REPRESENTATION	2022		2021		2020		2019	
	FULL- TIME	PART -TIME	FULL- TIME	PART -TIME	FULL- TIME	PART -TIME	FULL- TIME	PART -TIME
FEMALE	7,845	44,045	7,915	43,277	8,238	39,089	7,695	36,328
MALE	7,198	43,062	7,320	38,030	7,856	31,088	7,553	30,274
NON-BINARY	5	76						
NOT INDICATED	4	537	992	521	1	268		219
TOTAL	15,052	87,720	16,227	81,828	16,095	70,445	15,248	66,821

NEW HIRE

GENDER REPRESENTATION	2022	2021	2020	2019
FEMALE	46%	48%	49%	49%
MALE	48%	45%	44%	45%
NOT INDICATED	6%	7%	7%	6%

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	1%	1%	1%	1%
ASIAN	5%	5%	4%	4%
BLACK OR AFRICAN AMERICAN	26%	25%	22%	24%
HAWAIIAN/PACIFIC ISLANDER	0%	0%	0%	0%
HISPANIC OR LATINO	28%	27%	29%	30%
NOT SPECIFIED	1%	1%	1%	1%
TWO OR MORE RACES	4%	4%	4%	4%
WHITE	29%	29%	30%	28%
NOT INDICATED	6%	7%	7%	7%

DIVERSITY & INCLUSION

RESTAURANT HOURLY: CREW AND MANAGERS

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	1%	1%	1%	1%
ASIAN	5%	5%	5%	5%
BLACK OF AFRICAN AMERICAN	21%	21%	19%	21%
HISPANIC OR LATINO	38%	38%	0%	0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0%	0%	39%	39%
NOT SPECIFIED	1%	1%	1%	1%
TWO OR MORE RACES	3%	4%	4%	4%
WHITE	29%	29%	31%	29%

RESTAURANT SALARY: SALARY MANAGERS

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	1%	1%	1%	1%
ASIAN	3%	3%	3%	3%
BLACK OF AFRICAN AMERICAN	14%	13%	11%	11%
HISPANIC OR LATINO	45%	45%	0%	0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	1%	0%	46%	45%
NOT SPECIFIED	1%	1%	1%	1%
TWO OR MORE RACES	3%	3%	4%	4%
WHITE	34%	33%	34%	35%

Crew and Managers includes Crew, Kitchen Leaders, and Service Leaders.

Restaurant Salary Managers includes Certified Training Managers, General Managers, Apprentices, and Restauranteurs.

Percentages may not sum to 100% due to rounding.

DIVERSITY & INCLUSION

CONTINUED

FIELD STAFF

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	0%	0%	0%	1%
ASIAN	3%	3%	4%	4%
BLACK OF AFRICAN AMERICAN	6%	6%	6%	5%
HISPANIC OR LATINO	36%	34%	0%	0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0%	0%	32%	31%
NOT SPECIFIED	2%	1%	1%	1%
TWO OR MORE RACES	4%	5%	5%	3%
WHITE	48%	50%	52%	55%

OFFICERS

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	0%	0%	0%	0%
ASIAN	13%	22%	22%	22%
BLACK OF AFRICAN AMERICAN	0%	0%	0%	0%
HISPANIC OR LATINO	0%	0%	0%	0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0%	0%	0%	0%
NOT SPECIFIED	13%	11%	11%	11%
TWO OR MORE RACES	0%	0%	0%	0%
WHITE	75%	67%	67%	67%

Field Staff includes Field Leader (FL), Team Director (TD), Regional Vice President.

DIVERSITY & INCLUSION

CONTINUED

BOARD MEMBERS

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	0%	0%	0%	0%
ASIAN	0%	22%	0%	0%
BLACK OF AFRICAN AMERICAN	11%	0%	11%	11%
HISPANIC OR LATINO	11%	0%	0%	0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0%	0%	0%	0%
NOT SPECIFIED	0%	11%	0%	0%
TWO OR MORE RACES	0%	0%	0%	0%
WHITE	78%	67%	89%	89%

CORPORATE AND FIELD SUPPORT

ETHNICITY	2022	2021	2020	2019
AMERICAN INDIAN/ALASKAN NATIVE	0%	0%	0%	0%
ASIAN	9%	9%	12%	12%
BLACK OF AFRICAN AMERICAN	8%	7%	6%	6%
HISPANIC OR LATINO	19%	18%	0%	0%
NATIVE HAWAIIAN/PACIFIC ISLANDER	0%	0%	12%	12%
NOT SPECIFIED	2%	2%	3%	3%
TWO OR MORE RACES	3%	3%	2%	2%
WHITE	59%	59%	64%	64%

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD

TCFD TOPIC	TCFD RECOMMENDED DISCLOSURE	DISCLOSURE
GOVERNANCE	A) DESCRIBE THE BOARD'S OVERSIGHT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES.	The primary function of the Board is to promote the best interests of the Company and its shareholders by establishing with management the Company's mission and long-term strategy and overseeing the management of the Company's business and affairs. Consistent with that function, the primary responsibilities of the Board are: (1) overseeing management, which includes, (i) assessing whether the Company's business is being managed effectively and with integrity, (ii) selecting, regularly evaluating and planning for the succession of the Chief Executive Officer and other executive officers and fixing the compensation of such individuals; and (iii) monitoring senior management's performance to assess whether the Company is operating in an effective and ethical manner; (2) overseeing the development and execution of the Company's long-term strategic business objectives, including (i) periodically evaluating the Company's progress towards achievement of its objectives, (ii) reviewing the Company's strategic initiatives, capital projects and financial management, and (iii) overseeing the Company's management of and response to environmental and sustainability matters, employee and customer health and safety, human capital management and other social matters that are important to the Company; and (3) overseeing the Company's assessment and management of risk, including (i) overseeing management's evaluation of the Company's internal controls, (ii) understanding material risks facing the Company and overseeing the Company's enterprise risk assessment and risk mitigation process, (iii) determining with management what constitutes an appropriate level of risk for the Company, and (iv) assisting management in the oversight of the Company's compliance with applicable laws and regulations. The Nominating & Corporate Governance Committee oversees and at least biannually assesses the effectiveness of the Company's policies and programs relating to environmental, sustainability and social responsibility policies, goals and programs, and public policy issues significant to the Company and make recommendations, as appropriate, based on such oversight and assessment. The Committee also oversees and annually assesses the Company's Government Affairs initiatives and policies. We have a process for communicating critical concerns to the full Board of Directors. Additional information about Chipotle's investor relations can be found on our website. Further information about Chipotle's Board and its risk oversight can be found in our 2023 Proxy statement.
	B) DESCRIBE MANAGEMENT'S ROLE IN ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND OPPORTUNITIES.	The CEO oversees the strategic direction of the company, including oversight and addressing climate-related issues impacting business operations. Chipotle's Executive Leadership Team meet regularly to evaluate environmental risk, opportunities, and ensure strategies to address these issues are implemented across the operations. The Chief Corporate Affairs and Food Safety Officer oversees all internal and external communications, stakeholder engagement, sustainability, philanthropy, customer service, social listening, food safety and quality assurance. Sustainability is core to the business and embedded across the company, from the design teams responsible for creating the restaurants, to the sourcing and procurement teams assessing material choices, and engaging with suppliers on best practices.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD

TCFD TOPIC	TCFD RECOMMENDED DISCLOSURE	DISCLOSURE
STRATEGY	A) DESCRIBE THE CLIMATE RELATED RISKS AND OPPORTUNITIES THE ORGANIZATION HAS IDENTIFIED OVER THE SHORT, MEDIUM, AND LONG TERM.	The following identified climate-related risks and opportunities are categorized based on time horizons defined as short (0-3 years), medium (3-10 years), and long (10-30 years). **RISKS** **CHRONIC PHYSICAL** (long-term) USDA has reported that seasonal shifts are already observed across the country and vary regionally. Temperatures have risen across the season and changing precipitation patterns have increased in frequency and severity. These have a direct impact on agriculture production that can result in reductions in crop size and yield. The markets for some of our ingredients, such as beef, avocado, and other produce, are particularly volatile due to limited resources and these seasonal shifts. Resulting shortages would impact our ability to obtain the ingredients we need, and/or carry a higher sale cost to Chipotle. To manage the physical risks that may occur within our supply chain, Chipotle actively engages with our major suppliers to build resilience to these changing conditions. We encourage our suppliers to practice sustainable farming techniques and bring forward regenerative agriculture concepts to our suppliers. We've also sought to increase, where practical, the number of suppliers for our ingredients to help mitigate pricing volatility and reduce our reliance on one or several suppliers. We also cultivate relationships with suppliers in different geographies (such as purchasing avocados in Mexico and Peru) to mitigate weather-related changes. **ACUTE PHYSICAL** (medium-term) There is growing concern that climate change and global warming has caused and may continue to cause more severe, volatile weather or extended droughts, which could increase the frequency and duration of weather impacts on our operations. Adverse weather conditions have in the past and may again in the future impact guest traffic at our restaurants, and, in more severe cases such as hurricanes, tornadoes, wildfires or other natural disasters, cause temporary restaurant closures, all of which negatively impact restaurant sales. The health and safety of our employees are always our priority. If conditions do not allow for safe operations, we would not put our employees in harm's way. Severe weather events are out of our control; however, our design team continues to seek solutions that will allow our restaurants to operate in adverse situations, and design choices to protect the infrastructure.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD

CONTINUED

TCFD TOPIC	TCFD RECOMMENDED DISCLOSURE	DISCLOSURE
STRATEGY		

EMERGING REGULATION (medium-term)
Climate change and government regulation relating to climate change could result in construction delays for new restaurants and interruptions to the availability or increases in the cost of utilities. The ongoing and long-term costs of these impacts related to climate change and other sustainability-related issues could have a material adverse effect on our business and financial condition if we are not able to mitigate them.

To address regulatory risks, we closely monitor industry news, and pending regulations and trends. We incorporate sustainable design to lower our energy demand, increase efficiencies, and plan for flexibility in our design and layout to support retrofits that may arise from technological advancements.

OPPORTUNITIES

RESOURCE EFFICIENCY - AGRICULTURAL PRODUCTIVITY AND SUPPLY CHAIN RESILIENCE (medium-term)
Our suppliers are integral to our business, and we help our suppliers develop environmental standards and sustainability goals. Building resilience within our supply chain requires open communication and selecting suppliers to partner with that have like-minded goals in sustainability as we do. For example, we encourage our suppliers to practice sustainable farming techniques and we often bring forward ideas such as regenerative agriculture concepts to our suppliers.

We know that there is not one specific solution to sustainable agriculture, but we believe in assessing and prioritizing sustainability on an ingredient-by-ingredient basis. What is most sustainable for cilantro might not be the most sustainable choice for tomatoes; what makes the biggest sustainable impact in cattle production might not be the best solution for raising chickens. Although this approach takes significant investment, we feel it ultimately produces a more sustainable business and a more sustainable future.

Beyond working with existing suppliers, we are working towards supporting the next generation of farmers. According to the National Young Farmers Coalition's National Survey, more than 80% of young farmers are farming sustainably. Through these programs, and all of the assistance we are offering young farmers, we hope to help farming remain a sustainable vocation for generations to come. Chipotle has committed to giving a total of $5 million by 2025 to support young farmers.

RESILIENCE (medium-term)
We completed a water risk assessment to identify areas of our operations and supply chain operating in water stressed regions to identify opportunities to build resiliency. We are prioritizing engagement with suppliers with high water use and operating in either high or extremely water stressed areas to collaborate on water stewardship strategies. Working together to create resilient water strategies to operate with greater efficiency and reduce overall water demand, while also assessing and creating plans to address local watershed needs.

RESOURCE EFFICIENCY - BUILDINGS (short-term)
Our restaurants are the largest source of our direct emissions, primarily because of the energy requirements for operations. Natural gas and electricity are required for all of our operations, for cooking, cleaning, heating, and cooling. We are focused on increasing efficiency and evaluating low-carbon alternatives.

Our design and operations teams are routinely assessing innovative technology to support improved operating efficiencies and design at our restaurants. Finding design solutions that can help us reduce energy consumption or exploring alternative low-carbon materials to furnish our restaurants. The teams' design uses LEED-aligned practices, such as the use of LED lighting, tankless water heaters, and energy star-rated equipment. We have completed energy audits of restaurants to identify areas to potentially focus on. Once we have identified areas with improvement, we collaborate with suppliers on designs, pilot solutions, and work with our facilities management and operations team to implement.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD

CONTINUED

TCFD TOPIC	TCFD RECOMMENDED DISCLOSURE	DISCLOSURE
STRATEGY	B) DESCRIBE THE IMPACT OF CLIMATE-RELATED RISKS AND OPPORTUNITIES ON THE ORGANIZATION'S BUSINESSES, STRATEGY, AND FINANCIAL PLANNING.	Climate-related risks and opportunities have influenced our strategy in the following categories. **PRODUCTS AND SERVICES:** Our approach in designing and sourcing products takes into consideration climate related risks and opportunities. We assess market trends and innovative solutions to minimize the impact of the products we purchase for our operations and services provided to our customers. For product design, our internal packaging team collaborates with packaging suppliers to re-conceptualize the products, processes, systems, and sources to reduce greenhouse gas emissions. For example, we re-designed our burritos bowls to optimize for shipping and eliminate dead space in the shipping box. This reduces the amount of materials required to create the bowl and reduces the number of corrugated boxes needed for shipping. Design solutions like these reduce the amount of raw materials needed. The optimization in shipping may reduce the fossil fuels consumption in logistics as a result of improved load configurations. **SUPPLY AND VALUE CHAINS:** Climate-related risks and opportunities have influenced how we collaborate with our supply chain. We are engaging with our partners to bring forward ideas such as regenerative farming, dairy pasture access, and animal development. One area of focus is Food Safety Technology, where we have been able to bring advanced capabilities for traceability and supply chain visibility from supplier to restaurant. Our packaging capabilities have been enhanced to make our supply chain more sustainable. We are evaluating compostable and recyclable materials and continuously looking for ways to eliminate waste and reduce our carbon footprint. Along with some key partners, we are investing in organic and transitional farming, and we are expanding these programs over time. In addition, we have advanced our animal welfare programs and continue to make great strides with the help of our farming community. We aim to use local ingredients whenever environmentally appropriate, economically viable, and where food safety is not jeopardized, although location is not the first thing we prioritize as part of our responsible sourcing practices. Local ingredients are those grown within 350 miles of a distribution center. **INVESTMENT IN RESEARCH AND DEVELOPMENT:** Climate related risks and opportunities have influenced our strategy for making investments. As energy resources may become limited with climate change and the need to transition to low carbon fuels, we have explored opportunities to push innovation in this space. Chipotle's digital business represented 39% of our total revenue in 2022. We have made investments to elevate delivery services and reduce the emissions from on-road vehicles. In the last few years, Chipotle invested in a company creating autonomous delivery using robotics. The company's fleet of on-road, fully electric and autonomous vehicles are designed to deliver everyday goods to consumers in a way that is quick, affordable, and most importantly, safe. **OPERATIONS:** Climate-related risks and opportunities have influenced the way we design and build our restaurants. We are constantly looking for ways to build and operate more sustainable restaurants. We have consulted Leadership in Energy and Environmental Design (LEED®) green building standards in several of our restaurants and continue to consider them when we construct new restaurants. These efforts led to Chipotle earning the first LEED-Platinum Certification for our restaurant located in Gurnee, Illinois. We work with the Food Service Technology Center, a national resource for commercial foodservice energy efficiency, to test the efficiencies of our restaurant equipment. We prioritize the utilization of the following equipment to lessen environmental impact across our restaurants: full LED lighting, high efficiency heating and cooling systems, energy management systems, low-flow plumbing fixtures, tankless water heaters, EnergyStar-rated kitchen equipment, and finishes with low volatile organic compounds (VOCs). **DIRECT COSTS:** Since our beginning in 1993, Chipotle has been committed to serving food with integrity and revolutionizing the fast-food industry. Our real ingredients are responsibly sourced and classically cooked keeping people, animals, and the environment in mind. Everything is connected. Climate related risks such as increasing weather volatility or other long-term changes in global weather patterns, including related to global climate change, could have a significant impact on the price or availability of some of our ingredients. The markets for some of the ingredients we use, such as beef, avocado, and chicken, are particularly volatile. This is due to factors such as limited sources, seasonal shifts, climate conditions, and industry demand. Increasing weather volatility or other long-term changes in global weather patterns, including related to global climate change, could have a significant impact on the price or availability of some of our ingredients. We have taken efforts to mitigate future price increases through forward contracts, diversification of our suppliers, and reducing greenhouse gas emissions in our operations and supply chain.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD

TCFD TOPIC	TCFD RECOMMENDED DISCLOSURE	DISCLOSURE
STRATEGY	C) DESCRIBE THE RESILIENCE OF THE ORGANIZATION'S STRATEGY, TAKING INTO CONSIDERATION DIFFERENT CLIMATE-RELATED SCENARIOS, INCLUDING A 2°C OR LOWER SCENARIO.	Chipotle has a transition plan which aligns with a 1.5°C world. We engage with our shareholders in a variety of ways throughout the year, with the participants and topics dependent on the stakeholders engaged. Members of management and, upon request, members of our Board regularly engage with our shareholders to provide updates and solicit their views and input on various topics, including our sustainability and climate-related initiatives and programs. We regularly share the feedback and input we receive from shareholders with our Board and the applicable Committees, which take them into account as we review and update our ESG practices and policies. In the quantitative model we used actual energy consumption for Scope 1 and 2 from 2019 data (used as a baseline). The model assumed a 4.2% linear annual reduction consistent with an emission reduction pathway in line with limiting warming below 1.5 degrees Celsius. We also assessed the emission reduction trajectory at 2.5% linear reduction through 2030 (in line with a well below 2-degree pathway). We did not assess a 2-degree warming scenario given the level of ambition required per the IPCC. Representative Concentration Pathway 8.5 (RCP) represents the Intergovernmental Panel on Climate Change's high-end pathway approximation of global greenhouse gas emissions by 2100 if there are not significant global actions to reduce emissions. We used this scenario to assess physical risks to operations. Under this scenario we assume severe climate impacts including warming above 2 degrees resulting in water scarcity, changes in seasonal patterns, and an increased number of extreme weather events. Increasing our energy efficiency and continued evolution in the way we design our restaurants and source products would help us adapt to the changing climate while engaging with suppliers to implement or increase low-carbon practices can shore up resiliency. We completed a quantitative analysis by utilizing the Science Based Targets absolute contraction tool. In the model we selected a 1.5-degree pathway with a baseline year of 2019, and an emission reduction target of 2030. Actual energy consumption for Scope 1 and 2 from 2019 data was used in the model, approximately 30-50% absolute reduction would be required from the baseline emissions for Scope 1 and 2 emissions. The range of emissions reduction required is directly tied to the level of ambition to keep global warming either well below 2 degrees or below 1.5 degrees Celsius.
RISK MANAGEMENT	A) DESCRIBE THE ORGANIZATION'S PROCESSES FOR IDENTIFYING AND ASSESSING CLIMATE-RELATED RISKS.	Chipotle identifies climate-related risks that might impact our operations and business strategy as part of our risk management process. We established an internal climate steering committee to guide decision making, determine reduction targets, and drive strategy forward. We also created activity specific climate pillars comprised of cross functional teams to evaluate the likelihood of climate-related risks that may disrupt our supply chain, decrease availability of resources, cause harm to infrastructure, and/or impact our ability to operate. The teams also provide recommendations to mitigate the potential impacts. See the Emissions section in our 2022 Annual Report for further information.
	B) DESCRIBE THE ORGANIZATION'S PROCESSES FOR MANAGING CLIMATE-RELATED RISKS.	The findings, recommendations, and strategies to address climate risks are summarized and shared with the executive leadership team and the Board. Mitigation strategies are implemented with approval from the leadership and Board. For example: Increasing weather volatility and changes in global weather patterns can reduce crop size and crop quality. We are engaging with our partners to bring forward ideas such as regenerative farming, to help build resilience to anticipated changing climate conditions. See the Emissions section in our 2022 Annual Report for further information.
	C) DESCRIBE HOW PROCESSES FOR IDENTIFYING, ASSESSING, AND MANAGING CLIMATE-RELATED RISKS ARE INTEGRATED INTO THE ORGANIZATION'S OVERALL RISK MANAGEMENT.	Chipotle evaluates climate-related risks based on the substantive financial or strategic impact to be issues that, should they occur or continue to occur, would adversely impact our business, financial condition, operations, reputation or the trading price of our common stock in a material and ongoing way, such as a significant increase in the cost of operating our restaurants and serving our guests, a significant or sustained loss of revenue, or a required significant capital investment or a required capital investment that requires scarce material. Chipotle evaluates its enterprise risk on an annual basis, which includes climate-related risks, to identify, prioritize and create mitigation plans for those risks that are most likely to occur and, if they occur, have the most significant impact on the business. See the Emissions section in our 2022 Annual Report for further information.

TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

TCFD

TCFD TOPIC	TCFD RECOMMENDED DISCLOSURE	DISCLOSURE
METRICS & TARGETS	A) DISCLOSE THE METRICS USED BY THE ORGANIZATION TO ASSESS CLIMATE-RELATED RISKS AND OPPORTUNITIES IN LINE WITH ITS STRATEGY AND RISK MANAGEMENT PROCESS.	See the following sections in the 2022 Annual Report: Emissions; Appendix
	B) DISCLOSE SCOPE 1, SCOPE 2, AND IF APPROPRIATE, SCOPE 3 GREENHOUSE GAS EMISSIONS, AND THE RELATED RISKS.	See the following sections in the 2022 Annual Report: Emissions; Appendix
	C) DESCRIBE THE TARGETS USED BY THE ORGANIZATION TO MANAGE CLIMATE-RELATED RISKS AND OPPORTUNITIES AND PERFORMANCE AGAINST TARGETS.	See the following sections in the 2022 Annual Report: Emissions; Appendix

SUSTAINABILITY ACCOUNTING STANDARDS BOARD STANDARDS

SASB

SASB INDICATORS		LOCATION IN REPORT-RESPONSE
ENERGY MANAGEMENT		
(1) TOTAL ENERGY CONSUMED, (2) PERCENTAGE GRID ELECTRICITY, (3) PERCENTAGE RENEWABLE	FB-RN- 130A.1	EMISSIONS, APPENDIX
WATER MANAGEMENT		
(1) TOTAL WATER WITHDRAWN, (2) TOTAL WATER CONSUMED, PERCENTAGE OF EACH IN REGIONS WITH HIGH OR EXTREMELY HIGH BASELINE WATER STRESS	FB-RN- 140A.1	WATER
FOOD & PACKAGING WASTE MANAGEMENT		
(1) TOTAL AMOUNT OF WASTE, (2) PERCENTAGE FOOD WASTE, AND (3) PERCENTAGE DIVERTED	FB-RN- 150A.1	WASTE
(1) TOTAL WEIGHT OF PACKAGING, (2) PERCENTAGE MADE FROM RECYCLED AND/OR RENEWABLE MATERIALS, AND (3) PERCENTAGE THAT IS RECYCLABLE, REUSABLE, AND/OR COMPOSTABLE	FB-RN- 150A.2	PACKAGING
FOOD SAFETY		
(1) PERCENTAGE OF RESTAURANTS INSPECTED BY A FOOD SAFETY OVERSIGHT BODY, (2) PERCENTAGE RECEIVING CRITICAL VIOLATIONS	FB-RN- 250A.1	FOOD & ANIMALS, FOOD SAFETY
(1) NUMBER OF RECALLS ISSUED AND (2) TOTAL AMOUNT OF FOOD PRODUCT RECALLED	FB-RN- 250A.2	1) ZERO RECALLS ISSUED 2) NO FOOD PRODUCT RECALLS
NUMBER OF CONFIRMED FOODBORNE ILLNESS OUTBREAKS, PERCENTAGE RESULTING IN U.S. CENTERS FOR DISEASE CONTROL AND PREVENTION (CDC) INVESTIGATION	FB-RN- 250A.3	THERE WERE NO CONFIRMED FOODBORNE ILLNESS OUTBREAKS FOR CHIPOTLE IN 2022.
NUTRITIONAL CONTENT		
(1) PERCENTAGE OF MEAL OPTIONS CONSISTENT WITH NATIONAL DIETARY GUIDELINES AND (2) REVENUE FROM THESE OPTIONS	FB-RN- 260A.1	ALL NUTRITIONAL INFORMATION IS AVAILABLE ON OUR WEBSITE WWW.CHIPOTLE.COM/NUTRITION-CALCULATOR
(1) PERCENTAGE OF CHILDREN'S MEAL OPTIONS CONSISTENT WITH NATIONAL DIETARY GUIDELINES FOR CHILDREN AND (2) REVENUE FROM THESE OPTIONS	FB-RN- 260A.2	ALL NUTRITIONAL INFORMATION IS AVAILABLE ON OUR WEBSITE WWW.CHIPOTLE.COM/NUTRITION-CALCULATOR
NUMBER OF ADVERTISING IMPRESSIONS MADE ON CHILDREN, PERCENTAGE PROMOTING PRODUCTS THAT MEET NATIONAL DIETARY GUIDELINES FOR CHILDREN	FB-RN- 260A.3	MARKETING

SUSTAINABILITY ACCOUNTING STANDARDS BOARD STANDARDS

SASB

CONTINUED

SASB INDICATORS		LOCATION IN REPORT-RESPONSE
LABOR PRACTICES		
(1) VOLUNTARY AND (2) INVOLUNTARY TURNOVER RATE FOR RESTAURANT EMPLOYEES	FB-RN- 310A.1	EMPLOYEE PROMOTIONS & TURNOVER
(1) AVERAGE HOURLY WAGE, BY REGION AND (2) PERCENTAGE OF RESTAURANT EMPLOYEES EARNING MINIMUM WAGE, BY REGION	FB-RN- 310A.2	PEOPLE, APPENDIX
TOTAL AMOUNT OF MONETARY LOSSES AS A RESULT OF LEGAL PROCEEDINGS ASSOCIATED WITH (1) LABOR LAW VIOLATIONS AND (2) EMPLOYMENT DISCRIMINATION	FB-RN- 310A.3	2022 10-K (PG 53). FOR MORE INFORMATION, PLEASE VISIT HTTPS://IR.CHIPOTLE.COM/INVESTOR-OVERVIEW
SUPPLY CHAIN MANAGEMENT & FOOD SOURCING		
PERCENTAGE OF FOOD PURCHASED THAT (1) MEETS ENVIRONMENTAL AND SOCIAL SOURCING STANDARDS AND (2) IS CERTIFIED TO THIRD-PARTY ENVIRONMENTAL AND/OR SOCIAL STANDARDS	FB-RN- 430A.1	MEAT & DAIRY SUPPLY CHAIN, MEAT & DAIRY STANDRADS
PERCENTAGE OF (1) EGGS THAT ORIGINATED FROM A CAGE-FREE ENVIRONMENT AND (2) PORK THAT WAS PRODUCED WITHOUT THE USE OF GESTATION CRATES	FB-RN- 430A.2	MEAT & DAIRY SUPPLY CHAIN, MEAT & DAIRY STANDRADS
DISCUSSION OF STRATEGY TO MANAGE ENVIRONMENTAL AND SOCIAL RISKS WITHIN THE SUPPLY CHAIN, INCLUDING ANIMAL WELFARE	FB-RN- 430A.3	MEAT & DAIRY STANDARDS; ANIMAL WELFARE
ACTIVITY METRICS		
NUMBER OF (1) COMPANY-OWNED AND (2) FRANCHISE RESTAURANTS	FB-RN- 000.A	2022 10-K (PAGE 3). FOR MORE INFORMATION, PLEASE VISIT HTTPS://IR.CHIPOTLE.COM/INVESTOR-OVERVIEW. CHIPOTLE DOES NOT OPERATE FRANCHISES.
NUMBER OF EMPLOYEES AT (1) COMPANY-OWNED AND (2) FRANCHISE LOCATIONS	FB-RN- 000.B	2022 10-K (PAGE 3). FOR MORE INFORMATION, PLEASE VISIT HTTPS://IR.CHIPOTLE.COM/INVESTOR-OVERVIEW.

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

Chipotle Mexican Grill has reported the information cited in this GRI content index for the calendar year period from January 1, 2022 to December 31, 2022 with reference to the GRI Standards.

GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 2: GENERAL DISCLOSURES 2021	2-1 ORGANIZATIONAL DETAILS	ABOUT CHIPOTLE
	2-2 ENTITIES INCLUDED IN THE ORGANIZATION'S SUSTAINABILITY REPORTING	ABOUT THIS REPORT
	2-3 REPORTING PERIOD, FREQUENCY AND CONTACT POINT	ABOUT THIS REPORT
	2-4 RESTATEMENTS OF INFORMATION	MATERIALITY; ENVIRONMENTAL GOALS; EMISSIONS
	2-5 EXTERNAL ASSURANCE	CHIPOTLE MEXICAN GRILL (CMG) FOLLOWS AN INTERNAL ASSURANCE AND DISCLOSURE APPROVAL PROCESS TO ENSURE THE REPORTED CONTENT IS RELEVANT, ACCURATE, AND COMPLETE. WE CURRENTLY DO NOT SEEK EXTERNAL ASSURANCE OR THIRD-PARTY VERIFICATION FOR OUR SUSTAINABILITY REPORT, BUT WILL CONTINUE TO EXPLORE EXTERNAL ASSURANCE OPTIONS FOR THE REPORT AS OUR PROGRAM EVOLVES.
	2-6 ACTIVITIES, VALUE CHAIN AND OTHER BUSINESS RELATIONSHIPS	ABOUT CHIPOTLE; SUPPLY CHAIN PRIORITIES; SUPPLY CHAIN OVERSIGHT; MEAT & DAIRY STANDARDS; PRODUCE; ADDITIONAL INGREDIENTS; EMPLOYEE OVERVIEW
	2-7 EMPLOYEES	EMPLOYEE OVERVIEW; APPENDIX
	2-8 WORKERS WHO ARE NOT EMPLOYEES	PEOPLE; APPENDIX
	2-9 GOVERNANCE STRUCTURE AND COMPOSITION	GOVERNANCE
	2-10 NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY	GOVERNANCE
	2-11 CHAIR OF THE HIGHEST GOVERNANCE BODY	GOVERNANCE
	2-12 ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS	GOVERNANCE; STAKEHOLDER ENGAGEMENT
	2-13 DELEGATION OF RESPONSIBILITY FOR MANAGING IMPACTS	GOVERNANCE
	2-14 ROLE OF THE HIGHEST GOVERNANCE BODY IN SUSTAINABILITY REPORTING	ABOUT THIS REPORT
	2-15 CONFLICTS OF INTEREST	GOVERNANCE

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 2: GENERAL DISCLOSURES 2021	2-16 COMMUNICATION OF CRITICAL CONCERNS	STAKEHOLDER ENGAGEMENT
	2-17 COLLECTIVE KNOWLEDGE OF THE HIGHEST GOVERNANCE BODY	GOVERNANCE
	2-18 EVALUATION OF THE PERFORMANCE OF THE HIGHEST GOVERNANCE BODY	GOVERNANCE
	2-19 REMUNERATION POLICIES	GOVERNANCE
	2-20 PROCESS TO DETERMINE REMUNERATION	GOVERNANCE
	2-21 ANNUAL TOTAL COMPENSATION RATIO	2022 PROXY STATEMENT, HTTPS://IR.CHIPOTLE.COM/SEC-FILINGS
	2-22 STATEMENT ON SUSTAINABLE DEVELOPMENT STRATEGY	A LETTER FROM OUR CEO, BRIAN NICCOL
	2-23 POLICY COMMITMENTS	ABOUT CHIPOTLE; OUR VALUES; SUPPLY CHAIN PRIORITIES; SUPPLY CHAIN OVERSIGHT; MEAT & DAIRY STANDARDS; FOOD SAFETY; PEOPLE; EXECUTIVE COMPENSATION
	2-24 EMBEDDING POLICY COMMITMENTS	ETHICS
	2-25 PROCESSES TO REMEDIATE NEGATIVE IMPACTS	ETHICS
	2-26 MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS	ETHICS
	2-27 COMPLIANCE WITH LAWS AND REGULATIONS	SUPPLY CHAIN PRIORITIES; SUPPLY CHAIN OVERSIGHT; OUR REAL INGREDIENTS; FOOD SAFETY; PEOPLE; ETHICS; SUSTAINABLE PACKAGING
	2-28 MEMBERSHIP ASSOCIATIONS	MEAT & DAIRY STANDARDS
	2-29 APPROACH TO STAKEHOLDER ENGAGEMENT	STAKEHOLDER ENGAGEMENT
	2-30 COLLECTIVE BARGAINING AGREEMENTS	EMPLOYEE OVERVIEW

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

CONTINUED

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 3: MATERIAL TOPICS 2021	3-1 PROCESS TO DETERMINE MATERIAL TOPICS	ABOUT THIS REPORT; MATERIALITY
	3-2 LIST OF MATERIAL TOPICS	MATERIALITY
	3-3 MANAGEMENT OF MATERIAL TOPICS	MATERIALITY
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED	2022 CHIPOTLE 10-K, HTTPS://IR.CHIPOTLE.COM/
	201-2 FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE	CLIMATE
	201-3 DEFINED BENEFIT PLAN OBLIGATIONS AND OTHER RETIREMENT PLANS	BENEFITS OVERVIEW
	201-4 FINANCIAL ASSISTANCE RECEIVED FROM GOVERNMENT	EMPLOYMENT ETHICS
GRI 301: MATERIALS 2016	301-1 MATERIALS USED BY WEIGHT OR VOLUME	WASTE
	301-2 RECYCLED INPUT MATERIALS USED	WASTE & DIVERSION; SUSTAINABLE PACKAGING
	301-3 RECLAIMED PRODUCTS AND THEIR PACKAGING MATERIALS	SUSTAINABLE PACKAGING
GRI 302: ENERGY 2016	302-1 ENERGY CONSUMPTION WITHIN THE ORGANIZATION	ENVIRONMENT; EMISSIONS; RENEWABLE ENERGY STRATEGY; APPENDIX
	302-2 ENERGY CONSUMPTION OUTSIDE OF THE ORGANIZATION	SCOPE 3 EMISSIONS
	302-3 ENERGY INTENSITY	APPENDIX
	302-4 REDUCTION OF ENERGY CONSUMPTION	ENVIRONMENTAL GOALS; EMISSIONS; RENEWABLE ENERGY STRATEGY; APPENDIX
	302-5 REDUCTIONS IN ENERGY REQUIREMENTS OF PRODUCTS AND SERVICES	ENVIRONMENTAL GOALS; SUSTAINABLE DESIGN & DEVELOPMENT; RENEWABLE ENERGY STRATEGY

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

CONTINUED

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 303: WATER AND EFFLUENTS 2018	303-1 INTERACTIONS WITH WATER AS A SHARED RESOURCE	WATER
	303-2 MANAGEMENT OF WATER DISCHARGE-RELATED IMPACTS	CHIPOTLE IS COMMITTED TO MAINTAINING COMPLIANCE WITH FEDERAL, STATE, AND LOCAL WATER REGULATIONS.
	303-3 WATER WITHDRAWAL	ENVIRONMENT; WATER
	303-4 WATER DISCHARGE	ENVIRONMENT; WATER
	303-5 WATER CONSUMPTION	ENVIRONMENT; WATER
GRI 304: BIODIVERSITY 2016	304-1 OPERATIONAL SITES OWNED, LEASED, MANAGED IN, OR ADJACENT TO, PROTECTED AREAS AND AREAS OF HIGH BIODIVERSITY VALUE OUTSIDE PROTECTED AREAS	CHIPOTLE HAS A GOAL TO IDENTIFY KEY BIODIVERSITY HOTSPOTS THROUGHOUT OPERATIONS BY 2025. PROGRESS IS ONGOING AND WILL BE REPORTED IN FUTURE REPORTING.
	304-2 SIGNIFICANT IMPACTS OF ACTIVITIES, PRODUCTS AND SERVICES ON BIODIVERSITY	CHIPOTLE HAS A GOAL TO IDENTIFY KEY BIODIVERSITY HOTSPOTS THROUGHOUT OPERATIONS BY 2025. PROGRESS IS ONGOING AND WILL BE REPORTED IN FUTURE REPORTING.
	304-3 HABITATS PROTECTED OR RESTORED	CHIPOTLE HAS A GOAL TO IDENTIFY KEY BIODIVERSITY HOTSPOTS THROUGHOUT OPERATIONS BY 2025. PROGRESS IS ONGOING AND WILL BE REPORTED IN FUTURE REPORTING.
	304-4 IUCN RED LIST SPECIES AND NATIONAL CONSERVATION LIST SPECIES WITH HABITATS IN AREAS AFFECTED BY OPERATIONS	CHIPOTLE HAS A GOAL TO IDENTIFY KEY BIODIVERSITY HOTSPOTS THROUGHOUT OPERATIONS BY 2025. PROGRESS IS ONGOING AND WILL BE REPORTED IN FUTURE REPORTING.
GRI 305: EMISSIONS 2016	305-1 DIRECT (SCOPE 1) GHG EMISSIONS	ENVIRONMENT; ENVIRONMENTAL GOALS; EMISSIONS
	305-2 ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS	ENVIRONMENT; ENVIRONMENTAL GOALS; EMISSIONS
	305-3 OTHER INDIRECT (SCOPE 3) GHG EMISSIONS	ENVIRONMENT; ENVIRONMENTAL GOALS; SCOPE 3 EMISSIONS
	305-4 GHG EMISSIONS INTENSITY	ENVIRONMENT

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

CONTINUED

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 305: EMISSIONS 2016	305-5 REDUCTION OF GHG EMISSIONS	ENVIRONMENT; ENVIRONMENTAL GOALS; 2022 ENVIRONMENTAL HIGHLIGHTS; EMISSIONS; RENEWABLE ENERGY STRATEGY; SCOPE 3 EMISSIONS; APPENDIX
	305-6 EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)	CHIPOTLE WILL CONTINUE TO CONSIDER OTHER SIGNIFICANT AIR EMISSIONS AS IT DEVELOPS ITS CLIMATE STRATEGY.
	305-7 NITROGEN OXIDES (NOX), SULFUR OXIDES (SOX), AND OTHER SIGNIFICANT AIR EMISSIONS	CHIPOTLE CURRENTLY REPORTS ON GHGS RELEVANT TO ITS SCOPE 1, 2, AND 3 EMISSIONS, WHICH INCLUDES CO2, CH4, AND N2O. CMG WILL CONTINUE TO CONSIDER OTHER SIGNIFICANT AIR EMISSIONS AS IT DEVELOPS ITS CLIMATE STRATEGY AND IS COMMITTED TO MAINTAIN COMPLIANCE WITH AIR QUALITY REGULATIONS.
GRI 306: WASTE 2020	306-1 WASTE GENERATION AND SIGNIFICANT WASTE-RELATED IMPACTS	WASTE; APPENDIX
	306-2 MANAGEMENT OF SIGNIFICANT WASTE-RELATED IMPACTS	WASTE; GIVING: FOOD DONATION
	306-3 WASTE GENERATED	WASTE; APPENDIX
	306-4 WASTE DIVERTED FROM DISPOSAL	WASTE; GIVING: FOOD DONATION; APPENDIX
	306-5 WASTE DIRECTED TO DISPOSAL	WASTE; APPENDIX
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1 NEW SUPPLIERS THAT WERE SCREENED USING ENVIRONMENTAL CRITERIA	OUR REAL SUPPLIERS
	308-2 NEGATIVE ENVIRONMENTAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN	OUR REAL SUPPLIERS
GRI 401: EMPLOYMENT 2016	401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER	EMPLOYEE OVERVIEW; DEVELOPING AND TRAINING TALENT; EMPLOYEE PROMOTIONS AND TURNOVER; ENGAGE AND RETAIN TALENT; APPENDIX
	401-2 BENEFITS PROVIDED TO FULL-TIME EMPLOYEES THAT ARE NOT PROVIDED TO TEMPORARY OR PART-TIME EMPLOYEES	BENEFITS OVERVIEW
	401-3 PARENTAL LEAVE	BENEFITS OVERVIEW
GRI 402: LABOR/MANAGEMENT RELATIONS 2016	402-1 MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES	DEVELOPING AND TRAINING TALENT; EMPLOYEE PROMOTIONS AND TURNOVER; ENGAGE AND RETAIN TALENT;

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

CONTINUED

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	FOOD SAFETY; EMPLOYEE SAFETY
	403-2 HAZARD IDENTIFICATION, RISK ASSESSMENT, AND INCIDENT INVESTIGATION	EMPLOYEE SAFETY; ENHANCED RESTAURANT PROCEDURE
	403-3 OCCUPATIONAL HEALTH SERVICES	FOOD SAFETY; EMPLOYEE SAFETY
	403-4 WORKER PARTICIPATION, CONSULTATION, AND COMMUNICATION ON OCCUPATIONAL HEALTH AND SAFETY	FOOD SAFETY; EMPLOYEE SAFETY
	403-5 WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY	FOOD SAFETY CERTIFICATION; EMPLOYEE SAFETY
	403-6 PROMOTION OF WORKER HEALTH	FOOD SAFETY OVERVIEW & OVERSIGHT; BENEFITS OVERVIEW; EMPLOYEE ENGAGEMENT; EMPLOYEE SAFETY
	403-7 PREVENTION AND MITIGATION OF OCCUPATIONAL HEALTH AND SAFETY IMPACTS DIRECTLY LINKED BY BUSINESS RELATIONSHIPS	FOOD SAFETY OVERVIEW & OVERSIGHT; ENHANCED RESTAURANT PROCEDURES; FOOD SAFETY CERTIFICATION; RESTAURANT INSPECTIONS; INGREDIENT TRACEABILITY; ADVISORY COUNCIL
	403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM	CHIPOTLE HAS AN OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM FOR ALL EMPLOYEES, INCLUDING CONTRACTORS, THAT ADHERES TO FDA & CDC GUIDELINES. THE OCCUPATIONAL HEALTH & SAFETY MANAGEMENT SYSTEM IS INTERNALLY AUDITED MONTHLY. FOOD SAFETY OVERVIEW & OVERSIGHT; ENHANCED RESTAURANT PROCEDURES; FOOD SAFETY CERTIFICATION; RESTAURANT INSPECTIONS; EMPLOYEE SAFETY
	403-9 WORK-RELATED INJURIES	EMPLOYEE SAFETY
	403-10 WORK-RELATED ILL HEALTH	FOOD SAFETY; BENEFITS OVERVIEW
GRI 404: TRAINING AND EDUCATION 2016	404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE	DEVELOPING AND TRAINING TALENT; ENGAGE AND RETAIN TALENT
	404-2 PROGRAMS FOR UPGRADING EMPLOYEE SKILLS AND TRANSITION ASSISTANCE PROGRAMS	DEVELOPING AND TRAINING TALENT; ENGAGE AND RETAIN TALENT
	404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	BENEFITS OVERVIEW

GLOBAL REPORTING INITIATIVE STANDARDS

GRI

CONTINUED

GRI STANDARD	DISCLOSURE	LOCATION IN REPORT
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES	GOVERNANCE; DIVERSITY EQUITY & INCLUSION; APPENDIX
GRI 407: DIVERSITY AND EQUAL OPPORTUNITY 2016	407-1 OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK	SUPPLY CHAIN PRIORITIES; SUPPLY CHAIN OVERSIGHT
GRI 408: CHILD LABOR 2016	408-1 OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF CHILD LABOR	SUPPLY CHAIN PRIORITIES; SUPPLY CHAIN OVERSIGHT
GRI 409: FORCED OR COMPULSORY LABOR 2016	409-1 OPERATIONS AND SUPPLIERS AT SIGNIFICANT RISK FOR INCIDENTS OF FORCED OR COMPULSORY LABOR	SUPPLY CHAIN PRIORITIES; SUPPLY CHAIN OVERSIGHT
GRI 410: SECURITY PRACTICES 2016	410-1 SECURITY PERSONNEL TRAINED IN HUMAN RIGHTS POLICIES OR PROCEDURES	ETHICS
GRI 413: LOCAL COMMUNITIES 2016	413-1 OPERATIONS WITH LOCAL COMMUNITY ENGAGEMENT, IMPACT ASSESSMENTS, AND DEVELOPMENT PROGRAMS	100% OF OUR OPERATIONS HAVE ACCESS TO COMMUNITY ENGAGEMENT THROUGH FOOD DONATION, COMMUNITY FUNDRAISERS, COMMUNITY OUTREACH GRANTS, AND VOLUNTEER INITIATIVES.
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1 NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA	SUPPLY CHAIN OVERSIGHT
	414-2 NEGATIVE SOCIAL IMPACTS IN THE SUPPLY CHAIN AND ACTIONS TAKEN	SUPPLY CHAIN OVERSIGHT
GRI 415: PUBLIC POLICY 2016	415-1 POLITICAL CONTRIBUTIONS	ETHICS
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1 ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICE CATEGORIES	OUR REAL INGREDIENTS; MEAT & DAIRY SUPPLY CHAIN; SUPPLIER INTERVENTION; ADVANCED TECHNOLOGY; ENHANCED RESTAURANT PROCEDURES; FOOD SAFETY CERTIFICATION; INGREDIENT TRACEABILITY
	416-2 INCIDENTS OF NON-COMPLIANCE CONCERNING THE HEALTH AND SAFETY IMPACTS OF PRODUCTS AND SERVICES	SUPPLY CHAIN OVERSIGHT
GRI 417: MARKETING AND LABELING 2016	417-1 REQUIREMENTS FOR PRODUCT AND SERVICE INFORMATION AND LABELING	OUR REAL INGREDIENTS; FOOD SAFETY CERTIFICATION; INGREDIENT TRACEABILITY
GRI 418: CUSTOMER PRIVACY 2016	418-1 SUBSTANTIATED COMPLAINTS CONCERNING BREACHES OF CUSTOMER PRIVACY AND LOSSES OF CUSTOMER DATA	CHIPOTLE GOVERNS CUSTOMER PRIVACY AND DATA BASED ON OUR CODE OF ETHICS AND PRIVACY POLICY.