



Since our beginning in 1993, Texas Roadhouse, Inc. (“*Texas Roadhouse*” or “*we*”) has been committed to being a People-First Company. As a part of our overall corporate strategy, we have designed a People-First strategy to support our employees (“*Roadies*”) through programs and work that focus on attracting and retaining talent. We do this by **creating an inclusive culture** through employee engagement and building community; by **operating with integrity**; by **doing the right thing** through our community outreach and compliance with laws; and by **creating a culture of compassion** – while living our core values of Passion, Partnership, Integrity, and Fun...with Purpose.

## **PEOPLE-FIRST MEANS...TALENT ATTRACTION, RETENTION, ENGAGEMENT, RECOGNITION, TRAINING, AND DEVELOPMENT.**

One of the keys to our continued success is our ability to attract, retain, engage, recognize, train, and develop our Roadies. As such, we are committed to offering competitive compensation and benefits to attract employees and we are focused on the training, growth, development, and overall wellbeing of our Roadies.

### **PARTNERSHIP MODEL**

We believe that our Managing Partners are the center of our universe and our partnership model has allowed us to employ the best operators in the casual dining industry. We offer a performance-based compensation program to our individual Managing Partners and Market Partners – where they earn a base salary plus a performance bonus representing a percentage of each of their respective restaurant’s pre-tax income. Our Managing Partners and Market Partners are eligible to participate in our equity incentive plan and are required to make refundable deposits at the time of hire to reinforce an ownership mentality. Generally, these deposits are refunded after five years of continuous employment.

We are proud of our approach to restaurant compensation, as we believe having “skin in the game” keeps us committed to our mission of Legendary Food and Legendary Service every day. We also believe that providing our operators with a significant stake in the success of our restaurants allows us to attract and retain talented, experienced, and highly motivated operators.

### **COMPENSATION AND BENEFITS**

Given that Fun is one of our core values, we have created a fun culture with flexible work schedules, discounts in our restaurants, and a robust and varied set of affordable benefits. We also offer one of the industry’s most competitive total rewards packages, including, but not limited to: medical, dental, and vision insurance; health savings and flexible spending accounts; retirement savings plans with employer matching contributions; vacation; short-term and long-term disability benefits; an employee assistance program; wellness programs; and more. We also offer a number of other family-friendly benefits to many of our benefits-eligible employees, such as: paid maternity leave; paid parental leave; paid bereavement leave; paid donor leave; adoption/surrogacy assistance; breast pump coverage; milk stork reimbursement; and exercise therapy for pregnancy and postpartum care. We also have a tuition reimbursement program that offers \$5,250 in annual reimbursement for classes at an accredited university to all of our benefits-eligible employees who work at least 30 hours per week.





As a part of our total rewards packages and consistent with our “partnership” mentality, thousands of our employees share in the financial success of Texas Roadhouse. We share the profits of our restaurants with employees on many levels – from Kitchen and Services Managers to Support Center employees to our Executive Team. We also award Texas Roadhouse stock to thousands of our employees annually – from restaurant Assistant Managers to Support Center Roadies to our Executive Team.

## **TRAINING AND DEVELOPMENT**

As a part of our overall People-First strategy, we also focus on Roadie training and development through a variety of in-person and virtual programs and classes we offer to restaurant employees, operators, and Support Center employees. These programs are designed to provide Roadies at all levels the tools to succeed at their current job as well as opportunities for continuous learning, networking, skills growth, and development.

Examples of our numerous training and development opportunities include:

- **On-The-Job and Scheduled Training:**

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

- **ULEAD:**

We also have a cross-functional ULEAD committee designed to provide programming, resources, and tools for employee development within the Support Center. For nearly 10 years, we have provided a leadership series targeted at specific levels within the Support Center – from our Leadership Ramp program designed for individual contributors to our Leadership Merge program designed for managers and emerging leaders and, finally, to our Leadership Highway program designed for our more senior leaders.

- **Women’s Leadership Summit:**

Texas Roadhouse’s Women’s Leadership Summit (“WLS”) program started in 2007 to provide a space for our leaders to network, develop, and grow. The program has grown significantly in size and scope over the years, and 2025 was no exception. We had both a Support Center in-person WLS and a company-wide virtual WLS, both of which were open to any leader who wanted to participate. In all, we had over 1,900 participants across all of our 2025 WLS events.

- **English as a Second Language Program:**

Based on operator feedback, in 2023, we partnered with Rosetta Stone to offer an English as a second language (ESL) program to Roadies who are nominated by their leaders to participate. The goal of the program is to assist our native Spanish speaking Roadies in increasing their English language fluency in an effort to help those who want to grow and develop. Because the program has been so successful and after requests from our operators, we also offer Spanish as a second language (SSL) program, which is designed to assist our English-speaking Roadies in effectively communicating with our native Spanish speaking Roadies, which will help break down language barriers and allow for potential growth and development for even more Roadies.

- **African American Leadership Summit:**

In 2025, we hosted our second-annual African American Leadership Summit at our Support Center. Emerging leaders who wanted to participate from each of our five regions and the Support Center attended the event, during which they were able to participate in group activities and hear from keynote speakers and panelists on a variety of leadership and development topics.

- **Continuous Compliance Trainings:**

We offer a number of regularly recurring training courses for our Roadies that we call our “Commitment to Legendary”, including Code of Conduct review, discrimination and harassment-free workplace training, responsible alcohol service training, food safety training, and OSHA training. We also offer additional compliance related training courses, ranging from state-specific programs to courses that promote respect and integrity and equip our leaders with a deeper understanding of their responsibilities and the standards that guide our People-First approach.



## **RECOGNITION**

We know and appreciate the value of recognizing our Roadies for their hard work and results throughout the year. We honor positions at every level of our organization through legendary events such as our RISE (Roadies Impacting Stores Everyday) Conference (during which we award our restaurant employees for their outstanding achievements throughout the year), our Support Center Awards (during which we award our top Support Center Roadies), and our Managing Partner Conference (where we award the title of Managing Partner of the Year – the highest honor within our company), as well as a multitude of other departmental and regional recognition events and daily recognition programs.

## **PEOPLE-FIRST MEANS...CREATING AN INCLUSIVE ENVIRONMENT WHERE ROADIES WANT TO WORK AND GUESTS WANT TO DINE**

We believe in creating an environment where everyone feels a sense of belonging and can be their best. Our focus on casting a wide net to attract diverse talent and experience, employee engagement, and inclusion of all Roadies are each vital parts of our culture and what truly makes our company legendary. We value and welcome employees of all walks of life to share their gifts, strengths, voices, talents, and inspiration with us.

## **ENGAGEMENT AND BELONGING**

We value the many and diverse voices of our Roadies, which means listening as a leadership team to what they have to say. We accomplish that in a number of ways, ranging from in-person focus groups to large-scale surveys and our annual “Fall Tour” listening sessions.

For example, we conduct an annual Culture Compass Engagement Survey, powered by Gallup, to listen to our Support Center Roadies. This survey, conducted anonymously, is focused on understanding where we rate as a best-in-class workplace experience. We are proud of the growing response rate from our Roadies and our continued positive results, which validate our position as an industry leader in workplace culture.

Similarly, our restaurants work with a third-party provider to periodically send out anonymous Roadie Review surveys to employees to better understand how their Roadies are feeling about work. Our restaurants are also able to utilize a pulse survey app to receive feedback from our hourly restaurant Roadies regarding any opportunities in their restaurants and business.

Finally, we hold an annual “Fall Tour” where our executive team and operational leaders travel to more than 20 cities over a six-week period to hear and receive feedback from our Managing Partners and other restaurant leaders. This past year represented our 20th year of holding one or more Fall Tour sessions.

Ultimately, we see feedback as a gift and a central part of employee engagement to help us build community and a sense of belonging. And all of our “listening” sessions and tools provide our people a “voice” so they feel “acknowledged” and “heard”. This gives us a better opportunity to engage with and understand our people’s strengths, opportunities, and challenges as we work to evaluate and develop ways to better leverage or address opportunities in our business.



## **LEGENDARY FOR ALL...BUILDING COMMUNITY AND A SENSE OF BELONGING THROUGH INCLUSION**

As part of our engagement efforts and our long-held corporate strategy of building a People-First culture, we have continued to support our Roadies through programs that build community and foster a sense of belonging, encourage an inclusive culture, and help welcome employees from all walks of life to work in our restaurants and at the Support Center. We are passionate about treating everyone with respect, appreciation, and fairness every day to ensure that we remain a legendary place for our employees to work and for our guests to dine.

Inclusion programs are ingrained in and part of our overall corporate strategy and are supported by an Advisory Council. This Council is a cross-functional and diverse team of executives and senior leaders within our Company representing seven different departments. As described in our annual Corporate Sustainability Report, the Council's primary purpose is to establish the overall inclusion strategy and vision for Texas Roadhouse, as well as ensure that these programs align with and integrate into our broader strategic vision.

## **PEOPLE-FIRST MEANS...OPERATING WITH HONESTY AND INTEGRITY**

### **CODE OF CONDUCT**

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

### **VENDOR PARTNERS**

Our commitment to the respect, protection, and support of human rights also extends to our vendor partners. We have established vendor expectations setting forth our expectations regarding our relationship with our vendors, including the manner in which our vendors conduct their business, the manner in which they treat their employees, and our expectation that our vendors will comply with all applicable laws and regulations relating to their business operations, including those laws prohibiting the use of forced labor or the facilitation of slavery and human trafficking. Our Vendor Partner Expectations are available in their entirety on our website at [www.texasroadhouse.com](http://www.texasroadhouse.com). We have recently added these Vendor Partner Expectations to our contract with our largest supplier and distributor and are evaluating ways to incorporate them into our contracts for additional selected vendors moving forward.





## PEOPLE FIRST MEANS...DOING THE RIGHT THING

### DOING RIGHT FOR ALL

As a People-First company, we aim for a high standard of human rights for all, which means maintaining a work environment that respects, protects, and supports the human rights of employees, vendor partners, and communities in which we operate. It also means maintaining our long-standing history of dedication to corporate citizenship which is reflected by our restaurants that have continued to offer time, support, food donations, and fundraising opportunities to give back to many local charities. This support is not only driven through our practices and policies but also our commitment to comply with all of the laws, rules, and regulations of the United States and other countries, and the states, counties, cities, and other jurisdictions in which we conduct our business.

We expect our employees and vendor partners to comply with any and all applicable laws prohibiting the use of forced labor or the facilitation of slavery and human trafficking.

### CORPORATE SUSTAINABILITY

Both our Board of Directors and Texas Roadhouse take great pride in our corporate sustainability program and our appreciation for, and commitment to, our employees and for the communities in which we serve. This commitment includes not only the continued execution of our existing corporate sustainability measures but also identifying future opportunities. We actively pursue partnerships and opportunities that help conserve resources, reduce waste, and have a positive impact on our communities. We also partner with other organizations and source products from suppliers who share our commitment to corporate sustainability.

In 2017, we released our initial corporate sustainability report which outlined our four core pillars of our corporate sustainability efforts: food, community, employees, and conservation. Our mission is to leave every community better than we found it. In pursuit of that mission, we strive to make a positive impact in every community where we are located, through employee time and support given to local organizations, donated meals, and fundraising opportunities, as well as corporate support for selected organizations. Our employees are also given an opportunity to play a role in our corporate sustainability efforts, and we encourage participation in community and charity activities, as well as any local store-level conservation efforts. The current version of our corporate sustainability report is on our website at [www.texasroadhouse.com](http://www.texasroadhouse.com).





## WORKPLACE EXPECTATIONS

**Harassment, Discrimination, and Retaliation:** We forbid any form of harassment of or discrimination against applicants, employees, guests, vendors, or other business partners because of a person's race, religion, color, age, gender, gender identity, pregnancy, disability, veteran status, sexual orientation, citizenship, national origin, or any other legally protected status. We also strictly prohibit retaliation against individuals who raise concerns of harassment or discrimination. We further expect our vendor partners to act in a manner consistent with our commitment to providing a harassment, discrimination, and retaliation free workplace.

**Equal Employment Opportunity:** We are committed to providing equal employment opportunities to all employees and applicants for employment without regard to race, religion, color, age, gender, gender identity, pregnancy, disability, veteran status, sexual orientation, citizenship, national origin, or any other legally protected status. We expect the same level of commitment from our vendor partners. We will also make reasonable accommodations for qualified applicants or employees with disabilities unless doing so could result in undue hardship for the company.

## LEGAL EXPECTATIONS

We expect our employees and vendor partners to follow all of the laws, rules, and regulations of the United States and other countries, and the states, counties, cities, and other jurisdictions in which we conduct our business. This includes, without limitation, anti-discrimination laws, environmental laws, or other similar laws. We cannot list every law with which we expect compliance, but the following are examples of laws with which we expect adherence:

- **Wage and Hour:** Our commitment to wage and hour compliance is grounded in our culture of respect. We comply with all applicable wage and hour laws, including those related to minimum wage and overtime, meal and rest breaks, proper exempt classification, child labor, paying for all hours worked (including overtime), and proper handling of tips. Further, we do not allow employees to perform any work off the clock for any reason, expect all of our employees to comply with the pay-related policies and practices applicable to their position, and strictly prohibit retaliation against employees who participate in the reporting of or investigation into any pay-related concerns.
- **Health and Safety:** As a People-First company, employee health and safety is a top priority. We are committed to providing a healthy, safe, and secure work environment for our employees. We have taken a number of measures at the Support Center and our restaurants to help fulfill these commitments, including but not limited to OSHA, active aggressor, and de-escalation trainings, installation of panic buttons, and policies and programs regarding slip-resistant footwear, hand washing, and proper use of equipment. We expect our employees to help us keep our work environment safe, secure, illness-free, and free of violence by following any applicable company health and safety directives, trainings, policies, or procedures.

## REPORTING CONCERNS

We have an open door culture and encourage our employees to speak up if they have concerns. We take all reported concerns or possible Code or policy violations seriously and will promptly and thoroughly investigate each reported concern as confidentially as possible. We have established three separate ways in which any person may report confidential (and anonymous, if desired) concerns, which can be found in our Code of Conduct on our website at [www.texasroadhouse.com](http://www.texasroadhouse.com). If an individual files a report, the concerns will be directed to the appropriate personnel for investigation. We do not retaliate against any person who raises questions, reports concerns, or who participates in an investigation.