



July 18, 2025

Julie Felss Masino
President and Chief Executive Officer
Chris Edwards
Senior Vice President, Chief Strategy Officer
305 Hartmann Drive
Lebanon, TN 37087

Investigation Request: Cracker Barrel Old Country Store, Inc.

Dear Ms. Masino and Mr. Edwards:

We write to you in your respective capacities as President and Chief Executive Officer and as Senior Vice President, Chief Strategy Officer of Cracker Barrel Old Country Store, Inc. (“Cracker Barrel,” the “Company”).

As detailed below, the Company’s management overtly violates federal civil rights laws. As you should know, compliance with such laws is a mission-critical obligation. You and the Board, among your other fiduciary obligations, have a duty of oversight and are required to have a reasonable board-level system of monitoring and reporting to ensure compliance therewith.¹

Also, you and the Board must provide investors with honest disclosure of the actual and apparent risk that customers and institutional investors could react increasingly negatively to both the Company’s assertive (and illegal) diversity, equity, and inclusion policies and practices and its failure to oversee its subsidiaries that recruit, employ, and promote workers based on the same flawed principles. However, the evidence suggests that you have failed to do this, in potential violation of federal securities laws, including Section 10(b) of the Exchange Act and Rule 10b-5 promulgated thereunder, Section 14(a) of the Exchange Act and Rule 14a-9, Section 20(a) of the Exchange Act, and the fiduciary duties owed to the Company and its shareholders.

The evidence is that the Company’s hiring, promotion, and recruitment practices facially violate state and federal law. The evidence also is that the Company has prioritized unlawful diversity, equity, and inclusion programs and policies over shareholder value. This conduct indicates that the Company lacks effective internal

¹ See *Marchand v. Barnhill*, 212 A.3d 805, 824 (Del. 2019); *In re Clovis Oncology, Inc. Derivative Litig.*, No. CV 2017-0222-JRS, 2019 WL 4850188, at *12 (Del. Ch. Oct. 1, 2019).

controls and suggests an inappropriate disregard of your fiduciary duties to Cracker Barrel and its shareholders.

I. The Company has acknowledged the risk of violating Federal law and of harmed public perception

In its most recent Form 10-K Annual Report filed with the Securities and Exchange Commission (“SEC”) on September 27, 2024, Cracker Barrel acknowledged specific risks that “could materially impact our business.”² First, the Company states that “unfavorable publicity” can harm the business. The Cracker Barrel brand, and success of the business, “can be adversely affected by publicity resulting from complaints or litigation alleging poor food quality, poor service, guest discrimination, food-borne illness, viruses, product defects, personal injury, adverse health effects, (including obesity), employee relations or other concerns stemming from one or a limited number of our stores.”³ In addition, Cracker Barrel acknowledges that the Company’s “failure to recognize, respond to and effectively manage the impact of social media could materially impact our business.”⁴

Cracker Barrel is also “subject to extensive federal, state and local laws and regulations,” including “federal and state laws which prohibit discrimination.”⁵ Furthermore, “[f]ailure to comply with the laws and regulatory requirements of federal, state and local authorities could result in, among other things, revocation of required licenses, administrative enforcement actions, fines and civil and criminal liability.”⁶

The Company admits that the cost of defending itself in litigation, in addition to litigation’s propensity to generate adverse publicity, “may adversely affect [its] business, financial condition and results of operations.”⁷

Despite these clear acknowledgements that unpopular and illegal conduct pose serious risks to the Company, Cracker Barrel has nonetheless intentionally engaged in such conduct by providing employment-based opportunities based on immutable characteristics, all in the name of Diversity, Equity, and Inclusion.⁸

² Cracker Barrel Old Country Store, Inc. Form 10-K, at 17 (Sept. 27, 2024), <https://perma.cc/2Y4T-EZ7P> [hereinafter *Cracker Barrel 2024 Form 10-K*].

³ *Id.*

⁴ *Id.*

⁵ *Cracker Barrel 2024 Form 10-K* at 23.

⁶ *Id.*

⁷ *Id.* at 24.

⁸ *Id.* at 11–12.

II. The Company admits race, color, and sex are motivating factors in its employment practices

As evidence of its discriminatory priorities, Cracker Barrel’s website has a dedicated page titled “Culture and Inclusion” that lists the company’s Diversity, Equity, and Inclusion initiatives.⁹ For example, under the title “Strategy Turns into Action,” Cracker Barrel states that it is “committed to making progress through action” to “[a]ttract, select, develop, and retain high performing talent with *diverse backgrounds*, experiences and perspectives.”¹⁰ This goal extends to the very highest levels of the Company. Putting this “strategy” into action, Cracker Barrel admits that its Nominating and Corporate Governance Committee “*considers, among other things . . . diversity of age, gender, race and ethnic background*” in evaluating potential candidates for the Company’s Board of Directors.¹¹ Data included in Cracker Barrel’s 2024 ESG Report on the racial and ethnic diversity of its board classifies its board members as either “Diverse” or “Not-diverse,” further clarifying that Cracker Barrel uses the term “diversity” to refer to immutable characteristics.¹²

Cracker Barrel also allows employees to join identity-based Business Resource Groups (“BRGs”). BRGs—described on the Cracker Barrel’s website under the title: “Proud Representation: Business Resource Groups”—are “employee-led organizations [that] provide opportunities to network, develop leadership skills, and serve as cross-functional resources for our teams as they make decisions that impact our brand.”¹³ Cracker Barrel states that its BRGs “support our diverse employee base.”¹⁴ Cracker Barrel’s dedicated “Careers” website states that BRGs, in part, “*support the development of diverse team members.*”¹⁵ The evidence suggests that these groups unlawfully provide workplace benefits to select classes of employees, restricted by race, ethnicity, and sex. For example:

- The Advancing Modern Professionals for Tomorrow (“AMPT”) BRG “aims to connect and empower modern professionals by promoting a community of inclusive, ambitious, and *diverse members* that unify through the Cracker

⁹ *Culture and Inclusion*, CRACKER BARREL, <https://perma.cc/5JVH-W924> (last accessed June 20, 2025). The page was previously titled “Diversity and Inclusion.” It was renamed in 2024 but retains many of the same discriminatory commitments.

¹⁰ *Id.* (emphasis added).

¹¹ *Cracker Barrel Old Country Store, Inc., Schedule 14A*, at 68 (available at <https://perma.cc/7J9R-NZC2>) (emphasis added).

¹² 2024 ESG Report at 7, CRACKER BARREL (available at <https://perma.cc/359Z-LCLT>) [hereinafter *Cracker Barrel 2024 ESG Report*]. Cracker Barrel also tracks “Female Representation” on its board one of several charts under the title “A Diverse, Independent and Highly Qualified Board.”

¹³ See CRACKER BARREL, *supra* note 9.

¹⁴ *Life at Cracker Barrel*, CRACKER BARREL, <https://perma.cc/39M7-GSPW> (emphasis added). Cracker Barrel’s websites make contradictory statements that employees may join any BRG they are interested in, but also that the BRGs provide workplace benefits to employees of a specified race, ethnicity, or gender.

¹⁵ *Id.* (emphasis added).

Barrel to equip our community and leaders for the future. This *BRG provides networking, development, and community outreach opportunities that supplement the professional and personal lives of its members.*¹⁶

- The Be Bold BRG’s mission “is to *cultivate and develop Black Leaders within the Cracker Barrel organization utilizing allyship, mentorship, and education to create a path to continued excellence as well as a vibrant and diverse community.*”¹⁷
- The HOLA BRG “[p]rovides opportunities to our Latino team members to celebrate their culture and community while growing their careers.”¹⁸ Cracker Barrel also describes that “HOLA’s mission is to promote Hispanic and Latino culture through *hiring, developing, and retaining talent* within Cracker Barrel. To create a culture of inclusivity and awareness through community outreach.”¹⁹
- The LGBTQ+ Alliance BRG “[p]rovides a space for *LGBTQ+ people* to meet and support each other while increasing LGBTQ+ awareness at Cracker Barrel.”²⁰
- The Women’s Connect BRG’s mission is to “*inspire the women of Cracker Barrel by empowering, educating and engaging to achieve the strategic initiatives of Cracker Barrel.*”²¹ Cracker Barrel also describes that this BRG “[h]elps women on our team find connections and *grow their careers.*”²²

Each of these BRGs appears to unlawfully provide unique opportunities to advance in one’s career with Cracker Barrel so long as the employee is Black, Hispanic, Latino, “LGBTQ+,” or a woman. Such discrimination in consideration for promotions, professional development opportunities, and training is illegal under the THRA and Title VII.

Cracker Barrel does not hide its discriminatory intent, stating in its 2024 Form 10-K that it wants to increase its “focus on leadership development and mentorship programs to better secure strong, diverse talents across all facets of our

¹⁶ *Id.* (emphasis added).

¹⁷ CRACKER BARREL, *supra* note 9 (emphasis added); *see also* CRACKER BARREL, *supra* note 14 (similarly describing Be Bold as a BRG that “[d]evelops Black team members through mentorship and education to create future leaders while continuing to champion our diverse and open community”).

¹⁸ CRACKER BARREL, *supra* note 14 (emphasis added).

¹⁹ CRACKER BARREL, *supra* note 9 (emphasis added).

²⁰ CRACKER BARREL, *supra* note 14 (emphasis added).

²¹ CRACKER BARREL, *supra* note 9 (emphasis added).

²² *See* CRACKER BARREL, *supra* note 14 (emphasis added); *see also* Cracker Barrel 2024 Form 10-K (describing Women’s Connect simply as “[i]nspiring women leaders”). The lack of a group for men appears to exclude men from workplace-sponsored inspiration and other employment benefits this group only offers to women employees.

organization.”²³ Cracker Barrel continues: “This commitment is exemplified by our *D.E.L.T.A program* (*Diverse Employee Leadership Talent Advancement*). This leadership program *identifies diverse managers* who have exhibited all the skills we value in our top-performing managers, brings them together to learn from each other, positions them to advance to their next role, while continuing to advance our business and strategic goals in the process.”²⁴

Together, Cracker Barrel’s discriminatory policies appear to have achieved their intended effect; Cracker Barrel’s workforce data reveals that since fiscal year 2022, the representation of women and racial/ethnic minorities in Cracker Barrel professional staff (including home office and district managers), store level management, and hourly staff have each increased by at least three percent²⁵—only women hourly staff remained constant over the same period at sixty eight percent, though Cracker Barrel writes in its Form 10-K that “70% of our employee population is female.”²⁶

These programs are unlawful under the Tennessee Human Rights Act (“THRA”)²⁷ and Title VII of the Civil Rights Act of 1964 (“Title VII”).²⁸

Cracker Barrel’s policies openly discriminate against heterosexual, white, and male employees in favor of diverse employees. Discrimination advocates—under the guise of “diversity” and “equity”—have for years claimed that straight white men must be treated differently than diverse individuals by holding them to a higher evidentiary standard; however, the Supreme Court has directly addressed this claim, holding that “Title VII does not impose such a heightened standard on majority-group plaintiffs.”²⁹ Decades of case law hold that—no matter how well-intentioned—policies that seek to impose racial balancing are prohibited by Title VII.³⁰

The Company’s self-described, ongoing employment practices are patently unlawful, deeply harmful, and immoral.³¹

²³ *Cracker Barrel 2024 Form 10-K* at 12.

²⁴ *Id.* (emphasis added). References to the D.E.L.T.A. program have been removed from Cracker Barrel’s website but are present in its most recent Form 10-K.

²⁵ *Cracker Barrel 2024 ESG Report* at 29.

²⁶ *Cracker Barrel 2024 Form 10-K* at 11.

²⁷ T.C.A. § 4–21–401 *et seq.* (as amended by 2025 Tenn. Laws Pub. Ch. 471 (H.B. 910)).

²⁸ *See* 42 U.S.C. §§ 2000e-2(a), (d), (m).

²⁹ *Ames v. Ohio Dep’t of Youth Servs.*, No. 23–1039, slip op. at 9 (June 5, 2025).

³⁰ *See, e.g., United Steelworkers*, 443 U.S. at 208; *Johnson*, 480 U.S. at 621–41; *see also Bostock*, 590 U.S. at 650.

³¹ *Bob Jones Univ. v. United States*, 461 U.S. 574, 593 (1983) (“racial discrimination in education violates a most fundamental national public policy, as well as rights of individuals”).

III. Compliance demands

To prevent the waste of the Company's assets; to repair and safeguard the Company's brand, goodwill, and reputation among its core customers; to protect its shareholders; and in fulfillment of your fiduciary duty to ensure compliance with civil rights and labor laws, we demand that you and the Board immediately take the following steps:

1. Retain an independent counsel for a full compliance investigation and a report on the Company's contracting and outsourcing practices to determine whether management knowingly or with reckless disregard used contractors and partners to circumvent civil rights laws. To avoid the expense and disruption of litigation enforcing Cracker Barrel's disclosure obligations, the investigation should include a full disclosure by the Board of Management's contemporaneous emails and other communications on this topic and all communications to or from its General Counsel regarding this matter.
2. Compel management to immediately (a) cease all Diversity, Equity, and Inclusion employment practices based on race, color, sex, sexual orientation, religion, or national origin; (b) cease and desist from making any statements or representations promoting or promising employment outcomes based on race, color, sex, sexual orientation, religion, or national origin; and (c) retain an independent counsel to conduct a compliance audit of the Company's hiring, promotion, recruitment, and purchasing practices to ensure that they comply with federal civil rights laws. Again, to avoid the expense and disruption of litigation enforcing disclosure obligations under the Private Securities Litigation Reform Act of 1995, the compliance audit and all relevant emails and other management communications regarding the racial balancing and other prohibited hiring and contracting practices described in Cracker Barrel's Form 10-K should be made promptly and fully available.
3. In anticipation of litigation, direct the Company to preserve all records relevant to the issues and concerns noted above, including but not limited to paper records and electronic information, including email, electronic calendars, financial spreadsheets, PDF documents, Word documents, and all other information created and stored digitally. This list is intended to give examples of the types of records you should retain. It is not exhaustive.

Thank you in advance for your consideration. Please feel free to contact us if you have any questions.

Sincerely,

/s/ Will Scolinos

America First Legal Foundation

CC: Carl Berquist, Independent Chairman of the Board
Jody L. Bilney, Director
Steve Bramlage, Director
Gilbert Dávila, Director
John Garratt, Director
Michael W. Goodwin, Director
Cheryl Henry, Director
Gisel Ruiz, Director
Darryl “Chip” Wade, Director

APPENDIX

Unfavorable publicity could harm our business. In addition, our failure to recognize, respond to and effectively manage the impact of social media could materially impact our business.

Multi-unit businesses such as ours can be adversely affected by publicity resulting from complaints or litigation alleging poor food quality, poor service, guest discrimination, food-borne illness, viruses, product defects, personal injury, adverse health effects (including obesity), employee relations or other concerns stemming from one or a limited number of our stores. Even when the allegations or complaints are not accurate or valid, unfavorable publicity relating to one or more of our stores, or only to a single store, may adversely affect public perception of the entire brand before we have the opportunity to respond to and address such allegations. Additionally, social media can be utilized to target specific companies or brands as a result of a variety of actual or perceived actions or inactions that are disfavored by our customers, local culture, employees, or interest groups, which can materially and immediately impact consumer behavior. Social media allows users to organize collective actions and engage in other brand-damaging behaviors that, if targeted at us, could impact our business. Adverse publicity and its effect on overall consumer perceptions of food safety or customer service could have a material adverse effect on our business, financial condition and results of operations.

Additionally, social media uses and platforms are constantly evolving, and as a result, we need to innovate and develop our social media and digital marketing strategies to maintain brand relevance to increase brand recognition and reach a broader audience. If our social media initiatives or strategies are not successful, our brand awareness may decline or we may otherwise suffer reputational harm. In addition, a variety of risks are associated with the use of social media, including the public dissemination of proprietary or confidential information, negative comments about us, personally identifiable information, or out-of-date or false information. The inappropriate use of social media by our guests or employees could increase our costs, lead to litigation or result in negative publicity that could damage our reputation.

Litigation may adversely affect our business, financial condition and results of operations.

Our business is subject to the risk of litigation by employees, guests, suppliers, shareholders, governmental agencies, competitors or others through private actions, class actions, administrative proceedings, regulatory actions or other litigation. These actions and proceedings may involve allegations of illegal, unfair or inconsistent employment practices, guest discrimination; food safety issues; personal injury claims; violation of “dram shop” laws; trademark and patent infringement; violation of the federal securities laws; or other concerns. The outcome of litigation, particularly class action lawsuits and regulatory actions, is difficult to assess or quantify. Plaintiffs in these types of lawsuits may seek recovery of very large or indeterminate amounts and the magnitude of the potential loss relating to such lawsuits may remain unknown for substantial periods of time. The cost to defend future litigation may be significant. There may also be adverse publicity associated with litigation that could decrease guest or consumer acceptance of our brand, regardless of whether the allegations are valid or we ultimately are found liable. Litigation could adversely impact our operations and our ability to expand our brand in other ways, such as by diverting management’s attention away from operations. As a result, litigation may adversely affect our business, financial condition and results of operations.



Everyone FEELS AT HOME

CULTURE, BELONGING AND INCLUSION AT CRACKER BARREL

We have a responsibility to live up to our mission of Pleasing People each day, ensuring that every member of our team and every guest feels at home, feels cared for like family, and feels like they belong. Also guiding our way is the sense of belonging we strive to deliver as part of our People Promise.

Our teams work hard to create a culture of hospitality that's welcoming, respectful and inclusive to everyone who walks through our doors. Our food and décor celebrate warm memories of the past, and our inclusive culture and beliefs help us make way for an even brighter future, together. Discrimination, overt or through unconscious bias, has no place at Cracker Barrel Old Country Store.

STRATEGY TURNS INTO ACTION

We are committed to our journey of improvement and understanding, and we realize intent alone is not enough - we are committed to making progress through action.



CULTURE

Educate, advocate, and communicate to create an inclusive, engaging, culture and work environment.



WORKFORCE

Attract, select, develop, and retain high performing talent with diverse backgrounds, experiences and perspectives.



BUSINESS

Build and nurture diverse partnerships in the communities where we live and work, and ensure we have diverse representation in our advertising.



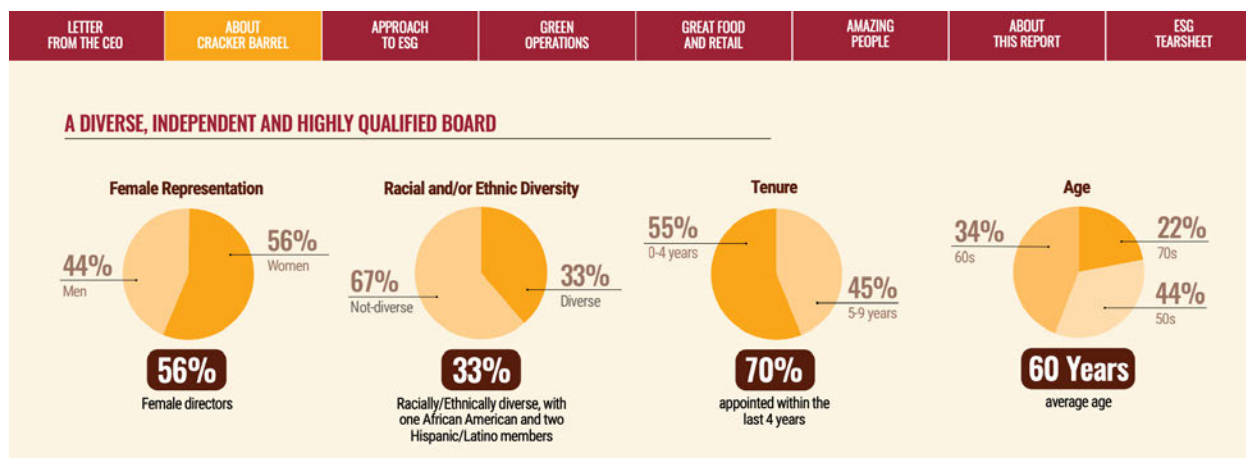
Diversity

In evaluating potential candidates for Board membership, the Nominating and Corporate Governance Committee considers, among other things, independence, character, ability to exercise sound judgment, diversity of age, gender, race and ethnic background and professional experience. Our Board of Directors believes in a governing style that emphasizes respect for diversity in perspective and includes individuals from diverse backgrounds. Our Board of Directors believes that diversity is important because varied points of view contribute to a more effective, engaged Board of Directors and better decision-making processes. For the Annual Meeting, our Board of Directors is recommending ten individuals who bring valuable diversity to our Board of Directors. Their collective experience covers a wide range of professional, geographic and industry backgrounds. These nominees range in age from 50 to 73. Eight (8) of these recommended nominees are women or racially or ethnically diverse, and five (5) of the ten (10) members of our senior management (including our Chief Executive Officer, Ms. Masino) are women.

Board Diversity Matrix (as of September 27, 2024)*

	Female	Male	Non-Binary	Did Not Disclose Gender
Part I: Gender Identity				
Directors	5	5	0	0
Part II: Demographic Background				
African American or Black	0	1	0	0
Alaskan Native or Native American	0	0	0	0
Asian	0	0	0	0
Hispanic or Latinx	1	1	0	0
Native Hawaiian or Pacific Islander	0	0	0	0
White	4	3	0	0
Two or More Races or Ethnicities	0	0	0	0
Did Not Disclose Demographic Data	0	0	0	0

* The Company's Board Diversity Matrix for 2023 is disclosed in its Definitive Proxy Statement filed





PROUD REPRESENTATION: BUSINESS RESOURCE GROUPS

Our Business Resource Groups (BRGs) allow employees to come together in community around common interests, perspectives, and experiences. These employee-led organizations provide opportunities to **network, develop leadership skills, and serve as cross-functional resources** for our teams as they make decisions that impact our brand.



AMPT

AMPT (Advancing Modern Professionals for Tomorrow) aims to connect and empower modern professionals by promoting a community of inclusive, ambitious, and diverse members that unify through the Cracker Barrel to equip our community and leaders for the future. This BRG provides networking, development, and community outreach opportunities that supplement the professional and personal lives of its members.



BE BOLD

The mission of Be Bold is to cultivate and **develop Black Leaders** within the Cracker Barrel organization utilizing allyship, mentorship, and education to create a path to continued excellence as well as a vibrant and diverse community.



HOLA

HOLA's mission is to promote Hispanic and Latino culture through hiring, developing, and retaining talent within Cracker Barrel. To create a culture of inclusivity and awareness through community outreach.



LGBTQ+ ALLIANCE

Supporting Home Office and Field employees to bring their whole selves to work while strengthening Cracker Barrel's relationship to the LGBTQ+ community.



NEUROVERSE COLLECTIVE

NeuroVerse Collective is focused on advocacy and education around Neurodiversity.



SERVE

Our Veteran's BRG, SERVE, is dedicated to advocating for leadership and development opportunities for its members. We foster an environment of networking and volunteerism while focusing on recruitment, retention, and advancement of Veterans at this company.



WOMEN'S CONNECT

Our mission & goal is to inspire the women of Cracker Barrel by empowering, educating and engaging to achieve the strategic initiatives of Cracker Barrel.



BE BOLD

Develops Black team members through mentorship and education to create future leaders while continuing to champion our diverse and open community.



HOLA

Provides opportunities to our Latino team members to celebrate their culture and community while growing their careers.



LGBT ALLIANCE

Provides a space for LGBTQ+ people to meet and support each other while increasing LGBTQ+ awareness at Cracker Barrel.



WOMEN'S CONNECT

Helps women on our team find connections and support to grow their careers.

[HOME](#)
[CAREERS](#)
[LIFE AT CRACKER BARREL](#)
[WHO WE ARE](#)

[My Career Hub](#)

WARMTH IN EVERY WELCOME

Our home away from home atmosphere means getting the care you need to feel and do your best. Community, stability, support – it's no wonder many of our employees stay with us for years, building lasting careers and friendships.

- ☆ PEOPLE PROMISE ✓
- ☆ BUSINESS RESOURCE GROUPS ✓

Seven resource groups to **support the development of diverse team members**, foster moments of celebration, and inspire joy
- ☆ MANAGER TRAINING ✓
- ☆ ONBOARDING SUPPORT ✓

Diversity, Equity & Inclusion

Since 1969, our corporate mission has been Pleasing People. As an organization, we have a responsibility to live up to our mission of Pleasing People each day, ensuring that every member of our team and every guest feels at home, feels cared for like family, and feels like they belong. Our teams work hard to create a culture of hospitality that's welcoming, respectful and inclusive to everyone who walks through our doors – whether as an employee or as a guest. Also guiding our way is the sense of belonging we strive to deliver as part of our People Promise. This includes embracing openness for all people, ideas, and perspectives. Our food and décor celebrate warm memories of the past, and we believe our inclusive culture and beliefs are vital to reinforcing these positive feelings in our employees and guests, and are thus critical to the strength of our brand and our corporate strategy. Our firmly held organization-wide policy is that discrimination, overt or through unconscious bias, has no place at Cracker Barrel Old Country Store.

As of August 02, 2024, 34% of our employee population is racially and/or ethnically diverse and 70% of our employee population is female.

We provide opportunities for our employees to drive our Diversity, Equity & Inclusion strategy by creating programs that raise awareness and allow for a more inclusive culture. Our Business Resource Groups allow employees to come together with common interests, perspectives, and experiences around topics such as race, ethnicity, gender identity, and other special interests. These employee-led organizations provide opportunities to network, to obtain and develop leadership skills, and to inform and influence on all aspects of the Cracker Barrel brand.

Currently, there are seven Business Resource Groups in Cracker Barrel:

- AMPT ("Advancing Modern Professionals for Tomorrow"): Aims to connect and empower modern professionals by promoting a community of inclusive, ambitious, and diverse members that unify through Cracker Barrel to equip our community and leaders for the future;
- Be Bold: Cultivates and develops Black leaders within the Cracker Barrel organization utilizing allyship, mentorship, and education to create a path to continued excellence as well as a vibrant and diverse community;
- B-WELL: Improving the employee experience by sponsoring health and wellness activities that nurture employees' physical, emotional, financial and intellectual wellbeing;
- HOLA ("Hispanic Organization for Leadership and Advancement"): Promoting Hispanic and Latino culture through hiring, developing and retaining talent within Cracker Barrel;
- LGBTQ+ Alliance: Promoting LGBTQ+ Awareness and Building Workplace Inclusion;
- SERVE: Advocating for leadership and development opportunities for veterans, fostering an environment of networking and volunteerism and focusing on recruitment, retention and advancement; and
- Women's Connect: Inspiring women leaders.

We are increasing our focus on leadership development and mentorship programs to better secure strong, diverse talents across all facets of our organization. This commitment is exemplified by our D.E.L.T.A program ("Diverse Employee Leadership Talent Advancement"). This leadership program identifies diverse managers who have exhibited all the skills we value in our top-performing managers, brings them together to learn from each other, positions them to advance to their next role, while continuing to advance our business and strategic goals in the process.

Our new, robust diversity training includes education throughout all levels of the Company about unconscious and implicit bias and focuses on creating an inclusive culture and fostering a sense of belonging for all.

DEMOGRAPHICS AND DIVERSITY PERFORMANCE

Indicator	Unit	FY 2022	FY 2023	FY 2024
Board of Directors	Number (#)	10	10	9
Women	Percent (%)	40	50	56
Racial/Ethnic Minority	Percent (%)	40	33	33
Executive Team	Number (#)	9	9	10
Women	Percent (%)	55	55	50
Racial/Ethnic Minority	Percent (%)	22	22	20
Professional Staff (includes Home Office and District Managers)	Number (#)	954	1,011	1,169
Women	Percent (%)	52	54	55
Racial/Ethnic Minority	Percent (%)	15	14	18
Store-Level Management	Number (#)	3,269	3,352	3,476
Women	Percent (%)	47	50	51
Racial/Ethnic Minority	Percent (%)	24	25	27
Hourly Staff	Number (#)	66,584	68,523	69,191
Women	Percent (%)	68	68	68
Racial/Ethnic Minority	Percent (%)	34	36	38



redirect unused food from our restaurants to local food banks. The platform focuses on three key areas: addressing food insecurity, supporting community needs, and reducing food waste.

- **FAMILY:** In FY 2024, through our donation of \$150,000 to Feeding America we helped provide access to 1.5 million meals for families facing food insecurity.
- **COMMUNITY:** Through our partnership with Second Harvest Food Bank of Middle Tennessee, Cracker Barrel Food for Families funded 160,000 meals through Second Harvest's Mobile Market and Neighbor Care programs. Both programs offer innovative solutions to addressing hunger across 46