

Equal Opportunity and Our Commitment to Diversity, Equity, and Inclusion

3.1 Equal Employment Opportunity

Shake Shack is an Equal Opportunity Employer that does not discriminate on the basis of actual or perceived race, color, creed, religion, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth, pregnancy-related conditions and lactation), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, disability, genetic information, sexual orientation, familial status or any other characteristic protected by applicable federal, provincial or local laws and ordinances. Shake Shack's management team is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, Team Member activities, access to facilities and programs and general treatment during pre-employment and employment.

Any Team Member with questions or concerns about equal employment opportunities in the workplace is encouraged to bring these issues to the attention of the People and Culture Team. The Company will not allow any form of retaliation against individuals who raise issues of equal employment opportunity. If Team Members feel they have been subjected to any such retaliation, they should contact the People and Culture Team. To ensure our workplace is free of artificial barriers, violation of this policy including any improper retaliatory conduct will lead to discipline, up to and including termination. All Team Members must cooperate with all investigations conducted pursuant to this policy.

If you believe you or any other Team Member has been discriminated against, immediately report such discrimination concerns via any of the avenues available to you, including to your Manager, another member of the leadership team and/or People and Culture Team. No Team Member will suffer retaliation or intimidation because of making a good faith report of behaviour believed to be unlawfully discriminatory or providing information requested during the investigation of a complaint.

Religious Observances. Team Members who need time off to observe religious practices or holidays not already scheduled by the Company should speak with their Manager. Depending upon business needs, the Team Member may be able to work on a day that is normally observed as a holiday and then take time off for another religious day. Team Members may also be able to switch a scheduled day with another Team Member or take off unpaid days. The Company will seek to reasonably accommodate individuals' religious observances.

3.2 Accessibility and Sustainability

Shake Shack Canada is committed to ensuring equal access and participation for people with disabilities. We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence. We believe in integration and are committed to meeting the needs of people with disabilities. We will do our best to prevent, remove and manage barriers to accessibility and meet our accessibility requirements under Ontario's accessibility laws. We are proud to be a sustainable employer – please do your best to make environmentally-conscious



decision when on shift (e.g. Use designated recycling bins)

Training. Shake Shack Canada is committed to training our staff in Ontario's accessibility laws and aspects of the Ontario Human Right Code that relate to persons with disabilities. We will train our Team Members on accessibility as it relates to their specific roles within their first month of employment. Additional training or retraining will be provided if we change our policies or there is a change in legislation.

Assistive Devices. People with disabilities may use their personal assistive devices when accessing our goods, services or facilities. In cases where the assistive device presents a significant and unavoidable health or safety concern or may not be permitted for other reasons, other measures will be used to ensure the person with a disability can access our goods, services or facilities.

Communications. Shake Shack Canada will communicate with people with disabilities in ways that take into account their disability. When asked, we will provide information about our organization and its services, in accessible formats. Shake Shack Canada will also meet web content accessibility guidelines.

Notice of Temporary Disruption. In the event of a planned or unexpected disruption to services or facilities for customers with disabilities, this organization will notify guests promptly. This clearly posted notice will include information about the reason for the disruption, its anticipated length of time, and a description of alternative facilities or services, if available.

Services Animals and Support Persons. Shake Shack Canada welcomes people with disabilities and their service animals. Shake Shack Canada will accommodate support persons at no extra charge. The person with the disability and their support person can be denied entry into the establishment if they do not meet our dress code or are not eligible to enter the property, given heightened security procedures.

Feedback. Shake Shack Canada welcomes feedback on how we provide accessible guest service. Guest feedback will help us identify barriers and respond to concerns. All feedback will be channeled to the Restaurant Manager. Guests, or Team Members can expect to hear back within one week. Shake Shack Canada ensures our feedback processes are accessible by providing or arranging for the provision of accessibility standards regulation.

Employment. Shake Shack Canada will notify Team Members, potential hires and the public that accommodations can be made during recruitment and hiring. Shake Shack will notify that supports are available for those with disabilities. Shake Shack Canada will also provide customized emergency information to help a Team Member with a disability during an emergency.

3.3 Open Door Policy/Stand for Something Good

Shake Shack Canada encourages Team Members to raise their work-related concerns with their immediate Manager or with any other Manager of their choice. The Company will make every attempt to keep all such expressions of concern, any subsequent investigation, and the resolution terms





confidential.

Team Members are asked to raise work-related concerns with their immediate Manager as soon as possible after the event that causes the concern. Alternatively, if a Team Member believes that their Manager is not the appropriate person with whom to raise the concern, they may raise it to the People & Culture team or with any other Manager.

Shake Shack Canada believes that Team Member concerns are best addressed through informal and open communication. We consistently strive to **Stand For Something Good** by providing an uplifting Team Member and Guest experience, encouraging two-way dialogue, living the Shack Pact, and developing our Team.

