



**January 22, 2026**

**BY EMAIL**

Robert Dellorco, Chair  
Town of Franklin  
355 East Central Street  
Franklin, MA 02038

Ken Messina  
Statewide Rapid Response Manager  
Massachusetts Division of Career Services  
19 Staniford St  
First Floor  
Boston, MA 02114  
Email: [kmessina@detma.org](mailto:kmessina@detma.org)

**Re: Panera, LLC - Announcement of Planned Closing (Franklin, MA)**

Dear Council Chair Dellorco and Director Messina:

Panera is currently rolling out a new bakery-operating model to our cafes that ensures our delicious breads and sweet goods are available whenever our guests want them. In this model, we partner with artisan bakers who use our recipes and high-quality ingredients to make our baked goods, which we finish in the cafe.

With this change, we are writing to inform you that the Panera, LLC (“Panera”) Fresh Dough Facility located at 290 Beaver Street, Franklin, MA 02038 will cease operations and close on March 27, 2026. All ninety-two employees of the facility will be impacted with the loss of their employment. The job titles and number of affected employees are listed on Attachment 1. This closure is expected to be permanent. Because operations are being permanently terminated, there are no job bumping rights. None of the affected employees are represented by a union or subject to a collective bargaining agreement.

All affected employees have been notified in writing of the permanent facility closure and of the termination of their employment effective between March 25, 2026, and March 27, 2026. Panera is offering all affected employees many forms of support throughout this transition, including a severance package, assistance locating other jobs within Panera and outplacement services, including a job fair on February 23, 2026.

If you have any questions or require additional information concerning this matter, please contact Norma Diaz, Senior HR Manager, at [Norma.Diaz@panerabread.com](mailto:Norma.Diaz@panerabread.com) or (708) 743-8331. Please direct all media inquiries to [press@panerabread.com](mailto:press@panerabread.com)

Sincerely,

*Alycia Gonzalez*  
SVP, Chief People Officer

Enclosure: Warn Notice to Impacted Employees.



## ATTACHMENT 1

Job Titles - Franklin MA FDF	# of Associates
1110 - Sanitation Lead	2
145 - Coordinator, Plant Administrator	1
1459 - Supervisor, Materials Control	1
1967 - Manager, FDF Transportation and Logistics	1
2104 - Sr Manager, FDF Operations	1
2106 - Supervisor, FDF Production	3
2107 - Supervisor, FDF Transportation and Logistics	2
2165 - Divider Operator	5
2167 - Receiver	1
2168 - Industrial Maintenance Mechanic	2
2169 - Production Lead	1
2176 - Supervisor, FDF Sanitation	1
2837 - Component Driver-Tractor Trailer	30
2839 - Component Lead Driver	2
34 - Sr Manager, FDF Facility	1
596 - Manager, FDF Production	1
797 - Mixer	5
800 - Packer	6
802 - Panner	8
878 - Specialist, FDF Assistant	1
880 - Checker/Loader	3
9 - Sanitor	11
914 - Pan Washer	3
<b>Grand Total</b>	<b>92</b>



January 22, 2026

**Via Hand Delivery**

**Re: Announcement of Planned Action to Franklin FDF Associates**

Dear Panera Franklin FDF Associate:

We are writing to inform you that the Franklin Fresh Dough Facility will close on March 25, 2026. The entire facility will be closed and all employees at the facility will be impacted. This closure is expected to be permanent. The expected date of the first separation will be March 25, 2026.

We regret to inform you that all positions at this facility will be eliminated March 25-26, 2026. Because operations are being permanently terminated, there are no job bumping rights. Panera is offering all affected associates a severance package as well as outplacement services. You will receive information about the severance package by separate communication. You must remain employed and in good standing through the date indicated on your AIO in order to be eligible for the offered severance and outplacement services.

If you have any questions or want additional information concerning this matter, please contact Norma Diaz, Senior HR Manager, at [Norma.Diaz@panerabread.com](mailto:Norma.Diaz@panerabread.com).

Sincerely,

*Alycia Gonzalez*  
SVP, Chief People Officer