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METRICS

Reporting

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Metrics



Food

Our materiality assessment informed our ESG strategy and helped Wendy's prioritize our efforts. Based on these results, we defined metrics for our focus areas to track and report our progress annually.

Topic	Metric	2021	External Framework Alignment	
			SASB	GRI
Food Safety	Percentage of restaurants inspected by a food safety oversight body	All our restaurants operate in locations that are subject to regular inspections by public health authorities. Additional information is included in the Food Safety section of our report.	FB-RN-250a.1	
	Number of recalls issued	No recalls were issued in 2021. Additional information is included in the Food Safety section of our report.	FB-RN-250a.2	
Responsible Sourcing	Percentage of food purchased that meets environmental and social sourcing standards	Refer to the Responsible Sourcing section of our report for information on our approach to responsible sourcing of our ingredients.	FB-RN-430a.1	
	Percentage of food purchased that is certified to third-party environmental and/or social standards	See next page. Additional information is included in the Responsible Sourcing section of our report.	FB-RN-430a.1	
	Percentage of eggs that originated from a cage-free environment	Approximately 6% of the eggs we purchased for our U.S. restaurants were cage-free. Additional information is included in the Responsible Sourcing section of our report.	FB-RN-430a.2	
	Percentage of pork that was produced without the use of gestation crates	We are on track to meet our 2022 commitment for confirmed pregnant sows. Additional information is included in the Responsible Sourcing section of our report.	FB-RN-430a.2	

Metrics



External Framework Alignment

Topic	Metric	2021	SASB	GRI
Responsible Sourcing	Percentage of food purchased that meets environmental and social sourcing standards ¹		FB-RN-430a.1	
	All ingredients: Wendy's Code of Conduct (U.S. and Canada restaurants)	100%	FB-RN-430a.1	
	Beef: Progressive Beef (U.S. restaurants)	43%	FB-RN-430a.1	
	Beef: Beef Quality Assurance (U.S. restaurants)	100%	FB-RN-430a.1	
	Beef and Pork: Professional Animal Auditor Certification / North American Meat Institute Animal Welfare (U.S. and Canada restaurants)	100%	FB-RN-430a.1	
	Chicken: Professional Animal Auditor Certification / National Chicken Council Animal Welfare (U.S. restaurants)	100%	FB-RN-430a.1	
	Chicken: Raised Without Antibiotics Important to Human Medicine ² (U.S. restaurants)	100%	FB-RN-430a.1	
	Pork: Pork Quality Assurance Plus (U.S. restaurants)	100%	FB-RN-430a.1	
	Fish: Marine Stewardship Council (U.S. restaurants)	100%	FB-RN-430a.1	
	Dairy Products: National Dairy FARM Program (U.S. restaurants) / ProAction (Canada restaurants)	100%	FB-RN-430a.1	
	Fresh Produce: Certain suppliers of fresh produce are subject to Wendy's requirement to provide additional third-party assurances and requirements related to human rights and labor practices	Additional information can be found on our Supply Chain Practices webpage.		FB-RN-430a.1
Coffee: Rainforest Alliance (U.S. restaurants)	Additional information can be found in the Responsible Sourcing section of our report.		FB-RN-430a.1	
Palm oil: Roundtable on Sustainable Palm Oil / RSPO certified through RSPO-MB or Palm Trace credits (U.S. and Canada restaurants)	100%		FB-RN-430a.1	

¹Wendy's primarily operates in the U.S., which accounted for 82.6% of our global revenue for the reporting year. As such, we focused our disclosures on our U.S. restaurants. Where available, we have also included data on our Canada restaurants.

²We require all chicken suppliers in the U.S. to maintain the Raised Without Antibiotics Important to Human Medicine certification by the U.S. Department of Agriculture Process Verified Program.

 People

External Framework Alignment

Topic	Metric	2021	SASB	GRI
Community	Charitable giving as cash per year	The Company, together with franchises and employees, raised more than \$22.5 million to DTFA and the Company donated more than \$220,000 to additional charitable organizations (Community).		
	Number of children adopted through DTFA	Refer to the Community section of our report for information on Wendy's continued support of DTFA's mission to find forever families for children in foster care.		
System Health and Engagement	Number of Company-operated and franchise-operated	Company-operated restaurants: 408 Franchise-operated restaurants: 6,541	FB-RN-000.A	
	Number of Company employees and franchise team members	The number of Company employees worldwide, including our corporate employees and Company-operated restaurant employees, was approximately 14,500 as of year-end 2021. Approximately 225,000 team members work across our franchised locations globally.	FB-RN-000.B	
	Franchisee financial health reviews ³	On an annual basis, the Company collects financial statements from our franchisees to review and understand overall system financial health and also to review health at an individual franchise level. This information is also used in determining if a franchisee can continue to grow with the Wendy's brand through new restaurant development or acquisition of additional restaurants. In 2020, our franchisee sales in the U.S. grew by approximately 2% compared to the prior year. These increased sales were one factor that helped the system to grow EBITDA dollars by approximately 18% in 2020.		

³As we collect franchise financials after they complete their year-end close and reporting processes, this metric is reported on a one-year lag.

 **People**

External Framework Alignment

Topic	Metric	2021	SASB	GRI
People	Total number of jobs created, by employment category, at Company-operated restaurants	On average, every new restaurant we open creates 35-40 new jobs in that local community.		401-1
	Average hours of training per year per employee	Approximately 20 hours per restaurant employee globally, across our system. Additional information is included in the Education and Training section of our report.		404-1
	Percentage of diversity representation (1) across the workforce, (2) at senior management level, and (3) at board level	Refer to the Workplace section of our report for the percentage of diversity representation of Company employees globally.		405-1
	Ratio of basic salary and remuneration of women to men	<p>For our U.S. Company employees, at all levels of our restaurant employees (crew to District Manager), the base salary ratio ranges from 1 : 0.95 to 1 : 1.00 (male : female).</p> <p>For our U.S. Company employees at levels above restaurant (excluding senior executives), the base salary ratio ranges from 1 : 0.94 to 1 : 1.08 by salary band (male : female).</p>		405-2
Labor Practices	Total amount of monetary losses as a result of legal proceedings associated with labor law violations and employment discrimination	Refer to the Workplace section of our report for information on our labor practices.	FB-RN-310a.3	406-1

 **Footprint**

Topic	Metric	2021	External Framework Alignment	
			SASB	GRI
Climate Action	Total energy consumed ⁴	773,590 GJ Additional information is included in the Climate and Energy section of our report.	FB-RN-130a.1	302-1
	Percentage grid energy consumed	71% Additional information is included in the Climate and Energy section of our report.	FB-RN-130a.1	
	Percentage renewable energy consumed	<1% Additional information is included in the Climate and Energy section of our report.	FB-RN-130a.1	302-1
	Scope 1 emissions	15,053 MTCO ₂ e Additional information is included in the Climate and Energy section of our report.		305-1
	Scope 2 emissions	Location-Based: 60,220 MTCO ₂ e Market-Based: 61,578 MTCO ₂ e Additional information is included in the Climate and Energy section of our report.		305-2
	Scope 3 emissions	Purchased Goods & Services: ~89% Franchises: ~10% Others: not material Additional information is included in the Climate and Energy section of our report.		305-3

⁴Total energy consumed includes Diesel – Mobile, Diesel – Stationary, Natural Gas, Propane, Gasoline, and Electric Power used, converted to gigajoules (GJ)

 Footprint

Topic	Metric	2021	External Framework Alignment	
			SASB	GRI
Packaging and Waste	Total amount of waste	Refer to the Waste section of our report for information on our approach to food waste management.	FB-RN-150a.1	306-2
	Percentage food waste		FB-RN-150a.1	306-2
	Total weight of packaging	92,459 metric tons	FB-RN-150a.2	301-2
	Percentage of packaging made from recycled and/or renewable materials	33%	FB-RN-150a.2	301-2
	Percentage of packaging that is recyclable, reusable, and/or compostable	48%	FB-RN-150a.2	301-2
Water⁵	Total water withdrawn	159,646 kgal Additional information is included in the Water section of our report.	FB-RN-140a.1	303-3
	Total water consumed ⁶	26,504 kgal Additional information is included in the Water section of our report.	FB-RN-140a.1	303-5
	Percentage of water withdrawn in High Water Stress Markets	13% Additional information is included in the Water section of our report.	FB-RN-140a.1	303-5
	Percentage of water withdrawn in Extremely High Water Stress Markets	38% Additional information is included in the Water section of our report.	FB-RN-140a.1	303-5

⁵Water metrics cover Company-operated restaurants and corporate offices where Wendy's receives utility invoices and does not include facilities where water is provided by the landlord and not metered or invoiced by a utility company. Additionally, any well water used is not reflected.

⁶Water consumed reflects water usage that is separately metered for irrigation and does not include instances where irrigation usage is not metered or water that may be consumed through other uses, such as that used as drinking water in our restaurants.

 **Sustainability Accounting Standards Board (SASB)**

SASB is an independent nonprofit organization that sets standards to guide the disclosure of financially material sustainability information by companies to their investors. We are reporting in line with the voluntary SASB Restaurants Standard.

Topic	Metric	Code	2021
Energy Management	(1) Total energy consumed ⁷ , (2) percentage grid electricity, (3) percentage renewable	FB-RN-130a.1	(1) Total energy consumed: 733,590 GJ (2) Percentage grid electricity: 71% (3) Percentage renewable: <1% Additional information is included in the Climate and Energy section of our report.
Water Management⁸	(1) Total water withdrawn, (2) total water consumed ⁹ , percentage of each in regions with High or Extremely High Baseline Water Stress	FB-RN-140a.1	(1) Total water withdrawn: 159,646 kgal % in High Water Stress markets: 13% % in Extremely High Water Stress markets: 38% (2) Total water consumed: 26,504 kgal % in High Water Stress markets: 11% % in Extremely High Water Stress markets: 2% Additional information is included in the Water section of our report.
Food and Packaging Waste Management	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	FB-RN-150a.1	Refer to the Waste section of our report for information on our approach to food waste management.
	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	(1) 92,459 metric tons (2) 33% (3) 48%

⁷ Total energy consumed includes Diesel – Mobile, Diesel – Stationary, Natural Gas, Propane, Gasoline, and Electric Power used, converted to gigajoules (GJ)

⁸ Water metrics cover Company-operated restaurants and corporate offices where Wendy’s receives utility invoices and does not include facilities where water is provided by the landlord and not metered or invoiced by a utility company. Additionally, any well water used is not reflected.

⁹ Water consumed reflects water usage that is separately metered for irrigation and does not include instances where irrigation usage is not metered or water that may be consumed through other uses, such as that used as drinking water in our restaurants.

 Sustainability Accounting Standards Board (SASB)

Topic	Metric	Code	2021
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body. (2) percentage receiving critical violations	FB-RN-250a.1	All our restaurants operate in locations that are subject to regular inspections by public health authorities. Additional information is included in the Food Safety section of our report.
	(1) Number of recalls issued and (2) total amount of food product recalled	FB-RN-250a.2	Zero recalls were issued in 2021. Additional information is included in the Food Safety section of our report.
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	FB-RN-250a.3	Zero confirmed foodborne illness outbreaks with CDC investigation in 2021. Additional information is included in the Food Safety section of our report.
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	FB-RN-260a.1	Refer to our Nutrition & Allergens webpage for information on our approach to nutritional content.
	(1) Percentage of children’s meal options consistent with national dietary guidelines for children and (2) revenue from these options	FB-RN-260a.2	Refer to our Nutrition & Allergens webpage for information on our approach to nutritional content.
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	FB-RN-260a.3	Refer to our Nutrition & Allergens webpage for information on our approach to nutritional content.


Sustainability Accounting Standards Board (SASB)

Topic	Metric	Code	2021
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	FB-RN-310a.1	Refer to the Workplace section of our report for information on our labor practices.
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	FB-RN-310a.2	Refer to the Workplace section of our report for information on our labor practices.
	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	Refer to the Workplace section of our report for information on our labor practices.
Supply Chain Management and 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	Additional information is included in the Responsible Sourcing section of our report.
	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	(1) Approximately 6% of the eggs we purchased for our U.S. restaurants were cage-free (2) We are on track to meet our 2022 commitment for confirmed pregnant sows. Additional information is included in the Responsible Sourcing section of our report.
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	FB-RN-430a.3	We strive to continuously improve how we source ingredients and how we demonstrate accountability for ethical business practices, sustainability and social responsibility. Our strategy and approach is included in the Responsible Sourcing section of our report.
	Number of (1) Company-operated and (2) franchise-operated restaurants	FB-RN-000.A	(1) Company-operated restaurants: 408 (2) Franchise-operated restaurants: 6,541
	Number of employees and team members at (1) Company-operated and (2) franchise-operated locations	FB-RN-000.B	(1) The number of Company employees worldwide, including our corporate employees and Company-operated restaurant employees, was approximately 14,500 as of year-end 2021. (2) Approximately 225,000 team members work across our franchised locations.

*Any trademarks referenced throughout this report are the property of their respective owner.

2021



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