



# PEOPLE

Fostering equitable workplaces and communities



Increase the representation of underrepresented populations among Company leadership and management, as well as the diversity of Wendy's franchisees

WORKPLACE

COMMUNITY

**GOOD** **DONE**  
**RIGHT.**

## WORKPLACE<sup>1</sup>

**Our founder believed the impact we make on others and our communities is just as important as the food we serve. We try to model this idea through our daily interactions with our team members and customers, and in the communities where we do business.**



### Diversity, Equity and Inclusion

Wendy's Office of Diversity, Equity and Inclusion, in partnership with our leaders and employees, is working to create a culture in which everyone can bring their true, authentic selves to work and have a sense of belonging that drives their ability to help fulfill Wendy's vision of becoming the world's most thriving and beloved restaurant brand. That's why our approach is firmly grounded in our Company values, which we strive to live by daily. We approach Diversity, Equity and Inclusion as a business imperative, and are working to infuse it through every part of our business.

In our 2020 Corporate Responsibility Report, Wendy's announced a new goal to increase the representation of underrepresented populations among our Company's leadership

and management, as well as the diversity of our franchisees, and we outlined a set of five focus areas which we have further solidified.

### W FOCUS AREAS:

- Increase representation of women in leadership
- Increase diverse representation in management and leadership
- Understand and address what has been referred to as the "broken rung" of leadership
- Increase representation of diverse and women-owned franchisees
- Continue to drive diversity on the Board of Directors

These goals will be backed by our Diversity, Equity and Inclusion Future Forward vision and a strategy that is focused on all people within our organization. This strategy was informed by a listening tour and survey that Dr. Beverly Stallings-Johnson conducted with

Company employees upon starting her role as our Chief Diversity, Equity and Inclusion Officer as a way of understanding the progress we have already made, challenges we need to overcome and the opportunities that exist so we can thrive.

Our Diversity, Equity and Inclusion goals reflect our ambition to have a workforce that reflects the communities we serve at all levels of our organization. The Company's senior leaders and Board of Directors are heavily involved in our strategy and played an integral role in the creation of the goals.

***We rely on the diverse perspectives of our people at all levels, and particularly in leadership, to make us stronger as an organization. Wendy's is committed to devoting the time and attention required to build our pipeline, train, recruit, advance and retain our people, and in doing so, implement the changes needed to turn our goals into reality.***

— DR. BEVERLY STALLINGS-JOHNSON, CHIEF DIVERSITY, EQUITY AND INCLUSION OFFICER

<sup>1</sup>Unless otherwise expressly stated, this section is limited to Wendy's Company employees, not franchisees or their employees.

**ENGAGING EXTERNALLY TO ADVANCE  
DIVERSITY, EQUITY AND INCLUSION  
WITHIN OUR ORGANIZATION**

Our memberships with the National Diversity Council and Ohio Diversity Council help us benchmark and continue to learn from experts in the field and monitor evolving news and trends in this area. Learning about Diversity, Equity and Inclusion experiences and practices shared by other industry leaders and organizations will continue to inform our focus areas and strategies.

**OUR JOURNEY**

- 2019** Created multi-year strategy
- 2020** Heightened education and accountability
- 2021** Established Office of Diversity, Equity and Inclusion
- AND BEYOND** Incorporating changes and demonstrating progress

In 2021, the Board of Directors expanded the scope of its Compensation Committee to become the Compensation and Human Capital Committee, adding oversight of the Company's human capital management strategies and policies, including, without limitations, those regarding Diversity, Equity and Inclusion. We also formally signed onto the CEO Action for Diversity & Inclusion, a community of business leaders pledging to take action in their workplaces. Wendy's senior leaders and Board of Directors will continue to be highly engaged in working to achieve these goals by providing guidance, oversight and accountability for our Diversity, Equity and Inclusion strategy, which is built on data and business insights.



Wendy's leaders and President Stephanie Hightower of the Columbus Urban League, at the 2021 CUL Empowerment Day where Wendy's was recognized with the Corporate Empowerment Award

**Highlighting progress on our Diversity, Equity and Inclusion Goals**

Driving an inclusive mindset and culture requires purpose and intention. Wendy's launched an updated Leadership Competency Model designed to help identify and reinforce competencies commonly found in our leaders.

In 2021, an Inclusive Mindset success factor was incorporated into this model, and as part of the roll-out, we defined expectations for this competency at our different leadership levels. The intended results include leadership that provides allyship, reduces implicit bias, promotes belonging and enhances work-life flexibility. To help drive this change, during 2021, Wendy's rolled out a toolkit, a webinar series featuring senior leaders, and other resources, including a self-development playbook and an updated interview guide to assess candidates for these success factors.

*Demonstrating an inclusive mindset is essential to being a great Wendy's team member and is identified as one of our five Leadership Success Factors. Providing support to others different than you and making everyone feel welcome are essential attributes of our culture.*

**- COLEY O'BRIEN, CHIEF PEOPLE OFFICER**



## REPRESENTATION BY GENDER, RACE AND ETHNICITY<sup>2</sup>:

	NUMBER	GENDER		RACE AND ETHNICITY						
		EMPLOYEES	MEN	WOMEN	WHITE	HISPANIC OR LATINX	BLACK	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	NATIVE HAWAIIAN / OTHER PACIFIC ISLANDER
<b>RESTAURANT CREW MEMBERS</b> VS. 2020	~11,300 +300	45% +2%	55% -2%	26% -5%	36% -1%	34% +6%	2% -1%	1% NC	<1% NC	<1% NC
<b>RESTAURANT MANAGEMENT</b> VS. 2020	~2,200 +100	31% -2%	69% +2%	30% -5%	36% NC	29% +6%	3% +1%	2% NC	1% NC	<1% NC
<b>MANAGERS &amp; PROFESSIONALS</b> VS. 2020	~800 +50	47% -1%	53% +1%	72% -6%	12% +3%	12% +2%	3% +1%	<1% NC	1% NC	0% NC
<b>COMPANY LEADERSHIP (DIR+)</b> VS. 2020	~150 NC	66% -4%	34% +4%	78% -5%	8% +2%	6% +1%	6% +1%	1% +1%	0% NC	0% NC
<b>ALL COMPANY EMPLOYEES</b> VS. 2020	~14,500 +450	43% +1%	57% -1%	30% -5%	35% NC	32% +6%	2% -1%	1% NC	<1% NC	<1% NC

<sup>2</sup>This chart covers Wendy's Company employees across our global presence in 2021, except the race and ethnicity information reflects U.S. employees only. Changes to the Company's methodology to improve the accuracy of how we are tracking and reporting on employee metrics account for the change in 2020 employee metrics and segmentation of those metrics compared to 2020 Corporate Responsibility report.

### Increase representation of women in leadership

In 2021, we participated in McKinsey & Company and LeanIn.org's annual "Women in the Workplace" study for the fifth straight year. We have continued to participate in this study to gain insight on how we are progressing in advancing gender diversity in our workplace. We consider this data to identify opportunities for enhancing focus and practices that can truly make a difference, including in the areas of recruitment, training and allyship.

In addition to driving change within our own organization, Wendy's Chief People Officer Coley O'Brien, who has been a critical developer of our Diversity, Equity and Inclusion strategy, was elected to the board of directors of the Women's Foodservice Forum, which works to increase opportunities for women and cultivate gender-diverse leadership across the food service industry.



### Increase diverse representation in management and leadership

The actions we will continue to take to increase diverse representation in management and leadership include:

- Actively monitoring and reporting on current demographic data by race and ethnicity
- Expanding recruitment to institutions with strong diverse talent
- Continued commitment to training and development in this area, including related to mitigating bias and allyship
- Leveraging our employee resource groups

### Inclusive recruitment

Over this past year, we have expanded our talent acquisition team to help support our inclusive external recruitment efforts. We have also continued to grow our connections with diversity-focused agencies and organizations and invested in new databases to help ensure our external job postings are reaching a broad and diverse candidate pool. We have also added a [page for veterans](#) on our Career Site and posted job listings on veteran-focused recruiting websites.

To further make diverse representation a focus of our recruiting, Wendy's is continuing to focus on training and education, including training related to implicit bias, and continuing to leverage standardized processes and tools to support our commitment to being a proud equal employment opportunity employer.

An important part of our strategy to recruit diverse talent is continuing and expanding our engagement with historically Black colleges and universities (HBCUs). Our continued partnership with the Thurgood Marshall College Fund, a non-profit which provides HBCU and PBI students with unique scholarship, professional development and career opportunities, is one of the ways we are demonstrating our commitment to reaching a broad and diverse candidate pool (more information on our ongoing partnership with Thurgood Marshall College Fund can be found in the [Community](#) section of this report). Likewise, through our sponsorship of the 2021 Historically Black Colleges & Universities Classic football game in Columbus, Ohio, and other similar events, our leaders have had an opportunity to engage with students and show them what a career at Wendy's can offer.

### Understand and address what has been referred to as the “broken rung” of leadership

Two important roles in our organization are restaurant general managers and district managers. We are proud that the majority of our general managers today are women and/or people of color.

However, we recognize that the representation of women and people of color declines at the next level of leadership at district manager, which is a multi-unit operator role. McKinsey has noted this as a potential trend, not limited by industry, and identified this as the “broken rung” for early-in-career management positions. We are working to better understand and address the various factors that may contribute to this issue where possible and appropriate.



### Increase representation of diverse and women-owned franchisees

In 2021, we introduced and expanded our franchisee financing options to help support opportunities for new and existing franchisees, including women and entrepreneurs from diverse backgrounds:

- **First Women's Bank:** In 2021, to create pathways into the Wendy's System for women entrepreneurs, Wendy's supported First Women's Bank as a Mission Partner. First Women's Bank is a women-founded, -owned and -led commercial bank with a strategic focus on the women's economy in the United States. Together, we will work to help bridge the gender lending gap and expand economic opportunity for women-owned businesses.
- **Build-to-Suit:** In 2021, Wendy's announced a \$100 million investment in a Build-to-Suit program to reduce barriers for potential franchisees. The program, which is available to franchisees in the U.S., Canada and the United Kingdom, enables eligible individuals who might otherwise not have the resources to operate a Wendy's restaurant to do so with decreased capital investment of their own. Wendy's also created more competitive, lower liquidity and net worth requirements for all new franchise applicants.

### Continue to drive diversity on our Board of Directors

Having a Board of Directors that reflects the communities we serve is valuable to ensuring our Company benefits from diverse perspectives. The Board seeks members from diverse professional and personal backgrounds who combine a broad spectrum of experience and expertise with a reputation for integrity. More information on our Board composition, including the skills, attributes, qualifications and diversity of our directors, can be found in our [proxy statement](#).

### W THIRD-PARTY RECOGNITION OF WENDY'S CULTURE OF DE&I

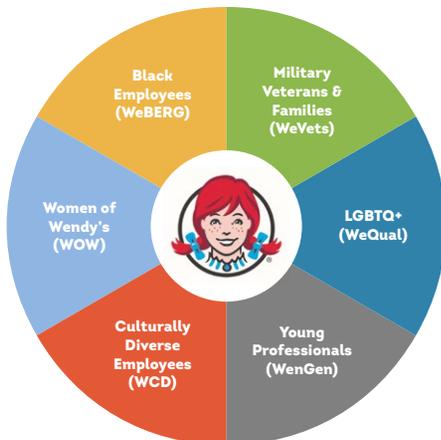
A number of organizations recognized Wendy's over the past year for our commitment to creating an inclusive culture:

- **Forbes** named Wendy's one of the world's 300 most female-friendly companies – one of only three restaurant brands to make the list.
- **Human Rights Campaign (HRC)** named Wendy's a Best Place to Work for LGBTQ Equality, and we received a 100% score on the organization's Corporate Equality Index.
- In 2021, three Wendy's Company employees **received top recognition** from the **National Diversity Council** for leadership in Diversity, Equity and Inclusion.

**Supporting employees**

Wendy's offers a variety of resources to support our Company employees and team members during and outside of the workday. Wendy's maintains and supports Employee Resource Groups for Restaurant Support Center employees to function as forums for learning and inclusion, each with an executive sponsor from our senior leadership team. These groups heighten our opportunities to celebrate different backgrounds, empower employees to bring their authentic selves to work and offer leadership and professional development opportunities. They also allow our leaders to actively participate in grassroots mentoring and coaching and help deepen connections between our employees and the community.

**EMPLOYEE RESOURCE GROUPS**



Each group holds events and participates in programming to help promote its internal mission. Highlights from 2021 include:



Sponsored by Todd A. Penegor, President and CEO

**Wendy's Black Employee Resource Group**

WeBERG celebrated Black History Month in February by launching learning opportunities and programs including music, podcast discussions and monthly history updates throughout the year.



Sponsored by Liliana Esposito, Chief Corporate Affairs and Sustainability Officer

**Wendy's Equality Employee Resource Group**

In June, WeQual celebrated Pride Month by raising a pride flag outside Wendy's Dublin, Ohio Restaurant Support Center, and employees shared experiences about being a member of the LGBTQ+ community at Wendy's.



Sponsored by Kevin Vasconi, Chief Information Officer

**Wendy's Young Professionals Resource Group**

WenGen stepped into summer with its 5 Cup Challenge – a networking initiative that challenged its members to gain perspective by sitting down and talking with five different Wendy's colleagues they don't normally work with.



Sponsored by E.J. Wunsch, Chief Legal Officer and Secretary

**Wendy's Cultural Diversity Employee Resource Group**

WCD played an important role in shaping Wendy's global fluency training curriculum, including working with the Columbus Council on World Affairs to ensure the information and tools are relevant and practical.



Sponsored by Abigail Pringle, President, International and Chief Development Officer

**Women of Wendy's Employee Resource Group**

WOW hosted a female franchisee panel discussion highlighting two of Wendy's female franchisees, their approach to leadership and creating an inclusive culture.



Sponsored by Kurt Kane, President, U.S. and Chief Commercial Officer

**Military Veterans & Families Employee Resource Group**

To celebrate Veterans Day, WeVets partnered with the National Veterans Memorial and Museum (NVMM) in Columbus, Ohio to dedicate a bench in honor of Wendy's founder Dave Thomas' military service.



As part of Wendy's Community Giving Program, each Employee Resource Group was eligible to request a grant to support a charitable organization of its choice that aligns with both the Company's giving strategy and the group's distinct mission and philanthropy pillar. The goal is to create meaningful partnerships, not just provide financial support.

**The 2021 grants went to:**

- [Son of a Saint](#) (WeBERG)
- [Kaleidoscope Youth Center](#) (WeQual)
- [Star House](#) (WenGen)
- [Zora's House](#) (WCD)
- [Central Community House](#) (WOW)
- [Wounded Warrior Project](#) and the [National Veterans Memorial and Museum](#) (WeVets)



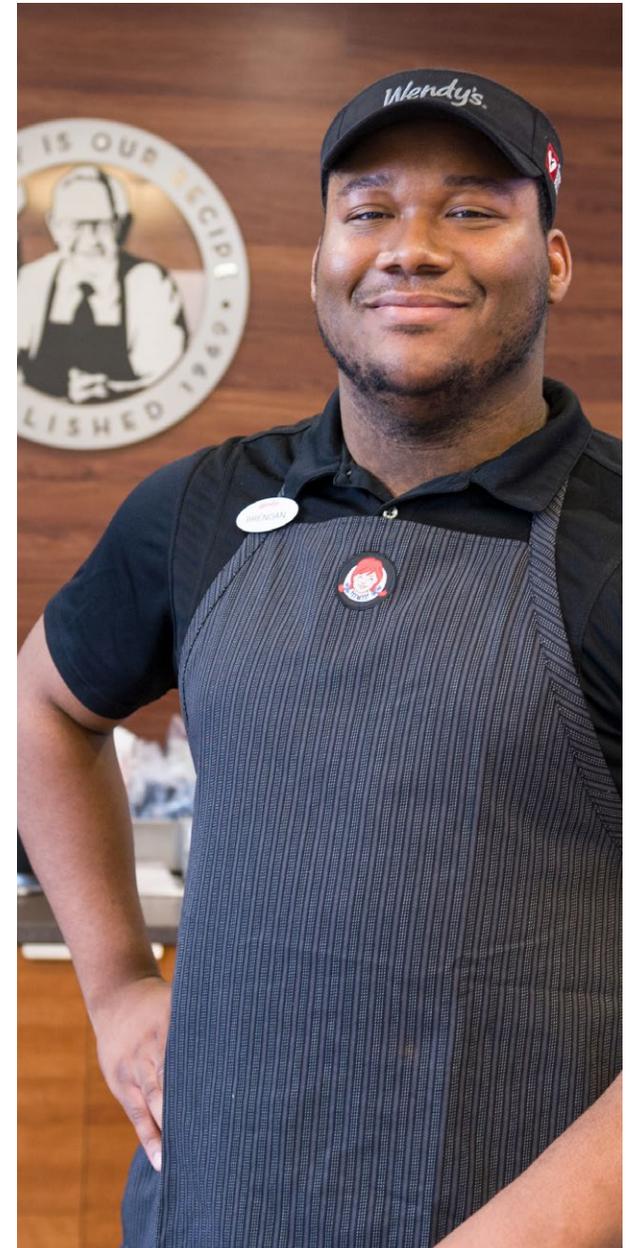
Wendy's established WeCare in 2017 to provide short-term financial assistance to team members within the Wendy's System in the U.S., U.S. Territories and Canada who have been negatively affected by provincial, state or federal-declared natural disasters or states of emergencies and are experiencing financial hardship. Since its inception, approximately 300 individuals have received nearly \$130,000 in financial assistance through WeCare.

In 2021, we provided more than 30 grants, most of which were for support after Hurricane Ida, which caused damage and disruption to many Wendy's restaurant team members along the Gulf and East Coasts. WeCare was also made available to assist restaurant team members who were affected by torrential flooding in Western Canada.



**\$130k**

in financial assistance





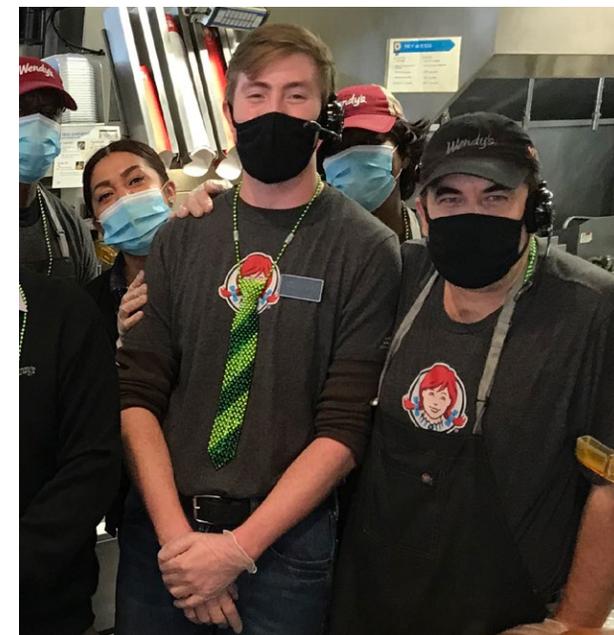
## Wendy's UNIVERSITY

### Education and training

Wendy's offers robust training and development programs to help our team members achieve their true potential. Our training journey is based on a progression – from programs that cover the core and limited-time menu items, to programs that can be leveraged to help amplify leadership and development. In 2021, across the Wendy's System, team members completed nearly 1.7 million hours of training, including a mix of online and hands-on training in the restaurant, as well as a mandatory food safety standards courses. In 2021, we also introduced an updated interview guide with related training materials for Company employees.

Wendy's also offers a wide variety of training and development programs that can be accessed by interested managers to help them invest in their own personal and professional development.

Eligible Company employees can take advantage of additional education and training opportunities, ranging from virtual and in-person courses hosted and/or led by Wendy's to opportunities to participate in third-party industry conferences and trainings. Our Employee Assistance Program also provides a catalogue of health, including emotional health, and wellness training programs and resources.



**Recognition**

We are proud of our Wendy’s family, and we continue to take opportunities to celebrate and recognize significant achievements and contributions to the Wendy’s community. In 2021, this included:



**Benefits**

Wendy’s regularly adjusts pay to keep pace with industry standards at all Company employee levels, including at the restaurant level and for our Restaurant Support Center employees, but competitive pay is only the beginning. In 2021, Wendy’s made changes to our benefits designed to make them even more holistic for eligible employees by supporting employees’ personal health and financial well-being.

- **401(k) match waiting period** – As of the beginning of 2022, Wendy’s has expanded its 401(k) match policy, which was previously available to employees after one year or 1,000 hours worked, to eliminate the waiting period. That way, everyone who contributes to the Company’s 401(k) plan can receive the match without delay.
- **New well-being program** – Employees enrolled in a Wendy’s medical plan will now have access to an online personal health tool provided by our insurer. The tool answers users’ personal health questions and connects them to the right resources to meet their needs. It even offers the opportunity to earn up to \$200 in rewards annually for setting and keeping to health goals.
- **At-home physicals** – Plan participants can now complete their annual physicals with a doctor via a virtual visit from the comfort of their own homes.

- **Inclusive Care** – Through this new program, LGBTQ+ plan members can find providers and facilities identified by our insurer as LGBTQ+ friendly. WeQual, Wendy’s Equality Employee Resource Group, played an important role in championing this new benefit.

These benefit enhancements complement policies already in place for eligible Company employees<sup>3</sup> that include:

- **Health** – Medical, dental, vision, prescription drugs, telehealth and vaccination
- **Mental health** – Free, confidential 24/7 counseling support for Company employees – whether enrolled in a company medical plan or not – through our Employee Assistance Program
- **Financial** – Incentive bonuses, commuter and parking benefits and pre-tax savings account contributions
- **Work/life** – Paid sick leave for regular (non-intern, temp, contractor) Company employees (including part-time restaurant team workers) and bonding leave, adoption assistance, life insurance and a breast milk shipping allowance for eligible Company employees

<sup>3</sup>Eligibility varies and is governed by the terms of the applicable plans/policies.

## W EVOLVING OUR WORKPLACE



Throughout the COVID-19 pandemic, we listened to our current and prospective employees, and we have adapted to help continue to make Wendy's a place where top talent from every background and perspective wants to join and stay. In 2021, Wendy's introduced a number of enhancements to the Company employee experience including a flex work program, which offers many office-based employees greater flexibility for getting their work done.



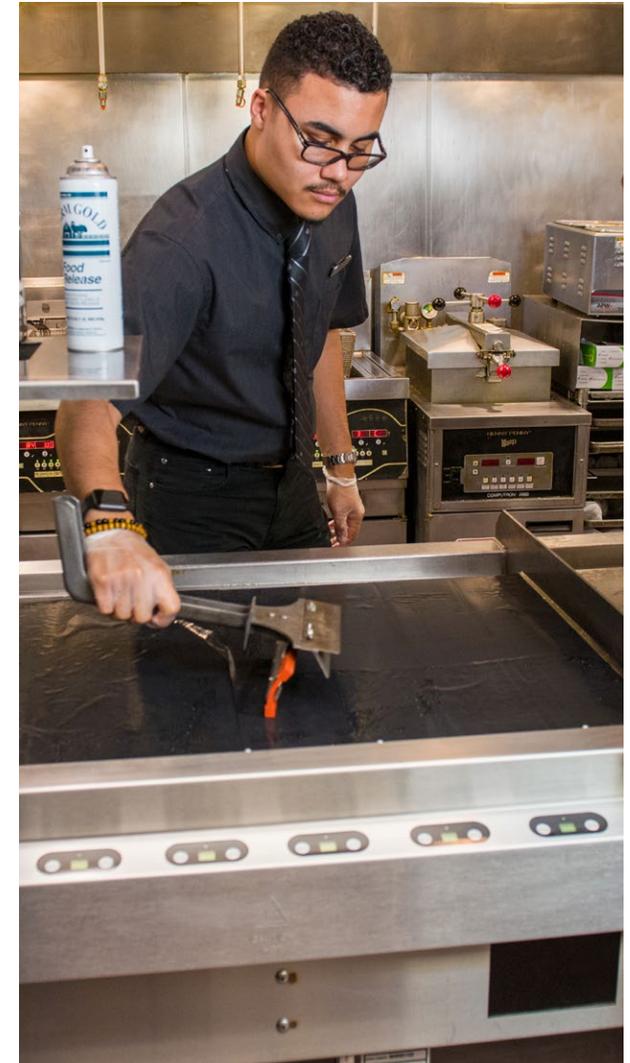
### A safe and respectful workplace

For the sixth consecutive year, we partnered with a third party to administer our Voice of Wendy's employee engagement survey for all Company employees, and franchisees also had the option to engage in the survey for their own organization. In 2021, nearly 50,000 Company and franchise team members across the Wendy's System participated. The results give the Company and participating franchisees valuable insights into employee engagement that can be used to help strengthen culture and attract and retain talent.

We also continue to have high standards for our supplier partners as outlined in our Supplier Code of Conduct. In keeping with the code, we expect suppliers, and their suppliers and contractors to comply with applicable local, state/provincial and federal laws and regulatory requirements surrounding human rights and labor practices, including hiring, use of child labor, safety and health, housing, working hours, discrimination, harassment and ensuring employment is always voluntary.

In December 2021, Wendy's published a [People & Ethics Report](#) that outlined the ways we stayed connected to our key U.S. and Canadian suppliers following the onset of the COVID-19 pandemic, with a focus on worker safety, health and well-being. Although many COVID-19 specific requirements have been

lifted, we remain committed to continuing to monitor the situation and evolve our approach as required and as necessary and appropriate to support the safety and comfort of team members, customers and the communities we serve.



## COMMUNITY

Wendy's launched a number of partnerships focused on social justice in 2020. In 2021, we continued to support those causes and strengthened our new and existing relationships – including those with the Thurgood Marshall College Fund, YWCA Columbus and the Columbus Urban League.



2021 was our third year supporting the Leadership Institute at the **Thurgood Marshall College Fund**. In addition to funding, Wendy's leaders delivered presentations on leadership, global branding and personal branding to more than 400 attendees, and participated in a virtual recruitment fair.



Wendy's supported **YWCA Columbus** and its Youth Development and Early Childhood Education program, which included scholarship opportunities for high-quality youth development summer camp and after-school programs. We also sponsored the YWCA Columbus' virtual racial equity training event, Activists and Agitators, for the second year in a row.



Wendy's continued to work with the **Columbus Urban League** (CUL) on workforce development and opportunity creation, including the continuation of Wendy's Workforce Institute – a paid training experience for young adults in the Central Ohio community. Wendy's was also honored with the CUL's 2021 Honda Empowerment Day award in recognition of the Company's dedication to advancing Diversity, Equity and Inclusion in Central Ohio through contributions to the social justice movement and support of workforce development for young persons of color.

### Charitable giving

As part of Wendy's ongoing philanthropic efforts, including our Community Giving Program, we made [donations](#) to a variety of organizations across the globe that align with our core categories of charitable support: foster care adoption, hunger and food integrity, youth and families and vibrant communities.

## W OUR GIVING

In 2021, highlights of our Company contributions included:

**\$125K**

to the **Thurgood Marshall College Fund Leadership Institute**.

**\$100K**

over four years to **Mid-Ohio Food Collective** to support its new Rooted in You campaign to reimagine ending hunger.

**\$50K**

to **Columbus Urban League** for programming focused on workforce development.

**\$50K**

to **YWCA Columbus** to support its Youth Development and Early Childhood Education program.

**NEARLY \$50K**

to **nine U.S., U.K. and Canadian organizations** throughout Wendy's global restaurant footprint.

**\$30K**

in grants to **organizations selected by Wendy's six Employee Resource Groups** to jumpstart sustainable partnerships with organizations that support each group's mission.



Dave Thomas  
Foundation  
for Adoption®

**Wendy's founder established the Dave Thomas Foundation for Adoption and the Dave Thomas Foundation for Adoption-Canada with one primary goal: to help find forever families for children waiting in foster care.**

To date, the Wendy's System has raised more than \$257 million to help advance the Foundation's life-changing programs, including Wendy's Wonderful Kids®, through which nearly 12,000 children have been adopted across the U.S. and Canada. In 2021 alone, Wendy's, along with our franchisees and employees, raised more than \$22.5 million to benefit the Foundation's mission through:

- U.S. and Canada in-restaurant fundraising campaigns
- Wendy's Family Night at our franchise and supplier convention
- Frosty 5K Run for Adoption
- Donations from our generous partners, Coca-Cola® and Dr Pepper®, via an in-app redemption program through which more than 181,000 Wendy's U.S. customers received a free beverage of any size with purchase



*The commitment of the entire Wendy's family to raise funds, allowing us to dramatically increase the number of adoptions of children waiting in North America's foster care systems, has changed the journey for nearly 12,000 children. Together, we will achieve Dave Thomas' dream that every child waiting in foster care will quickly be surrounded by the comfort and safety that only a permanent, loving family can provide.*

– RITA SORONEN, PRESIDENT & CEO  
DAVE THOMAS FOUNDATION FOR ADOPTION

**W WENDY'S GIVES BACK****Restaurant Support Center upgrades furnish an opportunity for giving**

Wendy's Restaurant Support Center serves to enhance the operation of Company and franchised restaurants. The Human Service Chamber of Franklin County, Ohio, is a chamber of commerce for more than 140 health and human services nonprofits. In 2021, those two fixtures in the Ohio community found common cause in a concrete act of giving.

Working together, members of our Restaurant Support Center team and Human Service Chamber of Franklin County devised a plan that would benefit the non-profits the Human Service Chamber supports and find a suitable home for office furniture and fixtures the Restaurant Support Center was replacing, rather than sending them to a landfill. Through their efforts, more than 280 pieces of furniture went to 18 organizations across the area.

**More ways to help: Casa Valentina**

Since 2006, Casa Valentina has been helping young people in the Miami area who are at risk or were previously in foster care make the transition to independent living. When Wendy's Latin America and Caribbean region team learned about the organization, they saw a chance to help, as the organization's focus ties into Wendy's support of foster care adoption.

In 2020 and 2021, the team secured grants to Casa Valentina totaling \$12,500 through Wendy's Community Giving Program and made an additional donation of \$2,000 to supplement the grants. The donations supported the organization's life skills and residential programming. Beyond the grants, the team volunteered on site to make updates to the facility and forge meaningful connections with the program's students.

