



PEOPLE

Building equitable workplaces
and communities

2020 CORPORATE RESPONSIBILITY REPORT

GOOD DONE
RIGHT.

Workplace

Wendy's is a people business, and respect, equity and fair treatment are central to what we do. Our founder, Dave Thomas, believed the impact we make on others and our communities is just as important as the food we serve. We strive to bring the values Dave established—**Do the Right Thing, Treat People with Respect and Give Something Back**—to life daily with our team members and customers and in the communities where we do business.⁴



Diversity, Equity and Inclusion

Our Diversity and Equity and Inclusion work continues to evolve, and our recent materiality assessment reiterated that this is important to many of our key stakeholders. We are making investments, such as the creation of a Diversity, Equity and Inclusion function, led by the [newly created position](#) of Chief Diversity, Equity and Inclusion Officer in 2021, evolving our Employee Resource Groups, and committing to new ambitious goals while working toward a culture and workplace environment that is even more inclusive and diverse. Our Company's senior leaders and board of directors continue to serve an integral role in our diversity and inclusion strategy, providing guidance, oversight and accountability.

⁴ Unless otherwise expressly stated, this section is limited to Wendy's Company employees, not franchisees or their employees.

⁵ This is also often referred to as a "multi-unit operator" in the QSR industry.

GOAL



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

Our focus includes the following:

- Invest to drive an inclusive mindset and culture at all levels of the organization
- Focus attention on representation by ethnicity and gender by addressing what has been referred to as the "broken rung" of leadership; for us, this is the critical step of moving from restaurant manager to district manager⁵
- Increase diverse representation by gender and ethnicity in management and leadership from entry level management to senior leadership
- Increase representation of franchisees who identify as female and persons of color
- Continue to drive diversity on our board of directors



Wendy's strives to create a culture where employees can bring their true, authentic selves to work. We believe we are at our best when we allow employees to showcase their unique strengths, points of view and experiences. A diverse workplace is an effective workplace and—most importantly—fosters a culture of inclusion in which everyone is represented. That's why Wendy's is committed to increasing the representation of underrepresented populations within our leadership and management levels and franchise owners.

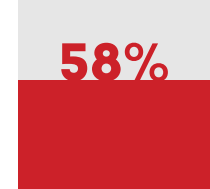
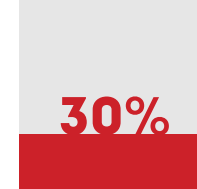
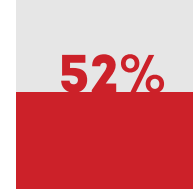
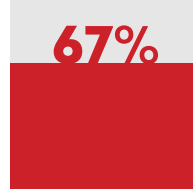
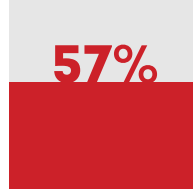
— Coley O'Brien, Chief People Officer



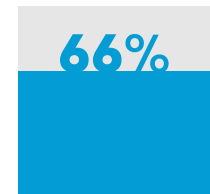
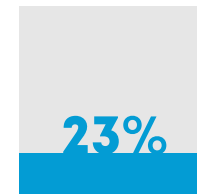
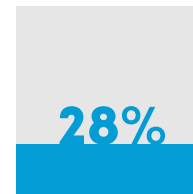
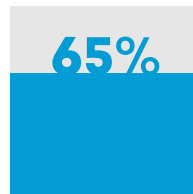
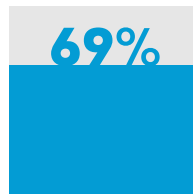
REPRESENTATION BY GENDER AND ETHNICITY

NUMBER OF EMPLOYEES	RESTAURANT CREW MEMBERS ~11,000	RESTAURANT MANAGEMENT ~2,100	MANAGERS & PROFESSIONALS ~750	COMPANY LEADERSHIP (DIRECTOR+) ~150	ALL COMPANY EMPLOYEES ~14,000
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WOMEN



PERSONS OF COLOR





REPRESENTATION BY GENDER AND ETHNICITY

2020 DIVERSITY

2020

DIVERSITY

	NUMBER	GENDER		ETHNICITY							
	EMPLOYEES	MEN	WOMEN	WHITE	HISPANIC OR LATINX	BLACK	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	NATIVE HAWAIIAN / OTHER PACIFIC ISLANDER	2 OR MORE	UNKNOWN
RESTAURANT CREW MEMBERS	~11,000	43%	57%	31%	37%	28%	3%	1%	<1%	<1%	0%
RESTAURANT MANAGEMENT	~2,100	33%	67%	35%	36%	23%	4%	2%	<1%	<1%	0%
MANAGERS & PROFESSIONALS	~750	48%	52%	72%	8%	10%	2%	<1%	<1%	0%	7%
COMPANY LEADERSHIP (DIRECTOR+)	~150	70%	30%	77%	6%	4%	4%	0%	<1%	0%	7%
ALL COMPANY EMPLOYEES	~14,000	42%	58%	34%	35%	26%	3%	1%	<1%	<1%	<1%

We continue to work toward our goals by executing the elements of the [multi-year DE&I strategy](#) outlined below and commit to providing an annual update to report on our progress.



Education and training

We provide foundational diversity training for all Company managers at our Restaurant Support Center and across field support teams. Our training focus is on developing leadership competence and manager skills that promote diversity and foster an inclusive environment within their teams. All new managers are automatically enrolled in this training as part of their onboarding, and we offer sessions quarterly.



Recruitment and hiring

To date, we have worked to minimize the potential impact of implicit bias through training and consistent use of standardized selection processes. Our enhanced partnership with the Thurgood Marshall College Fund complements our existing recruitment efforts with diverse student organizations on other campuses. In addition to our internal resourcing efforts, we have partnered with minority-owned recruitment agencies.



Talent development and retention

We provide opportunities for growth and development at all levels of our organization. We are fortunate to be able to provide unique development opportunities for employees throughout the year. One example is our recent partnership with McKinsey & Company, which provided Wendy's employees the opportunity to participate in their Black Executive Leadership Program. In addition, our Employee Resource Groups reflect the diversity of our consumers and communities and play an important role in helping our Company employees achieve their full potential, both professionally and personally.



McKinsey
& Company





EMPLOYEE RESOURCE GROUPS

Wendy's six [Employee Resource Groups](#) help create opportunities for learning, inclusion, career growth and leadership development. With the guidance of a senior leadership team sponsor, Employee Resource Groups are dedicated to the development of their members and ensuring representation when it comes to key decisions, such as benefits enhancements, creating connections among our employees and engaging with the local community.

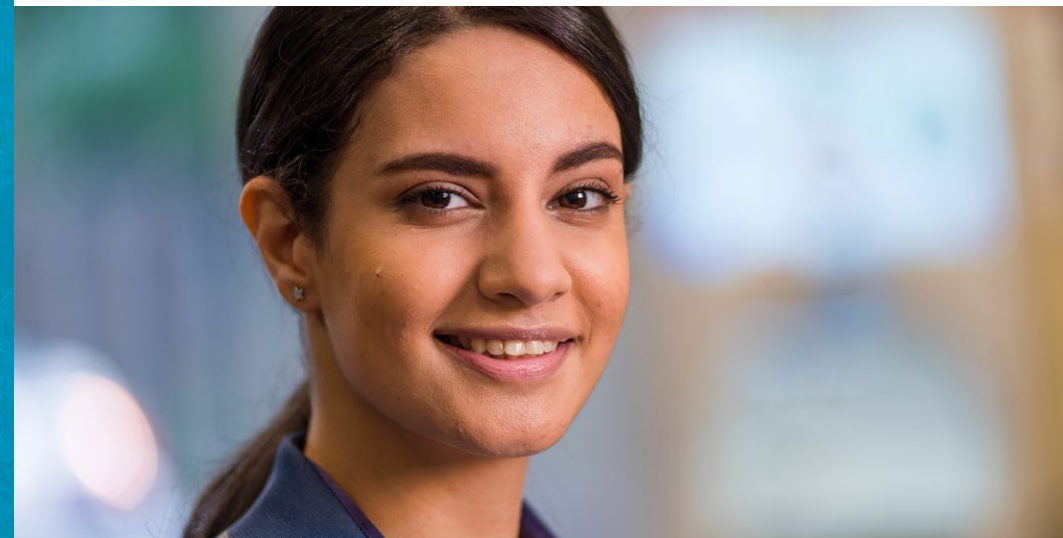
Illustrating the valuable role that Employee Resource Groups play in creating a supportive environment, Wendy's Equality Resource Group helped to identify opportunities to provide more inclusive benefit options. These suggestions helped Wendy's achieve a score of 100 on the Human Rights Campaign's 2020 Corporate Equality Index, the premier benchmarking survey in the U.S. to measure workplace environments that promote LGBTQ+ equality.

Most of these employee groups began as a resource for employees in our Dublin Restaurant Support Center. However, our remote work environment in 2020 created an impetus to expand our reach and enable additional Wendy's family members to participate around the globe.

Despite the challenges of 2020, we're proud of the robust programming and events that our Employee Resource Group leadership teams developed to help us come together to engage in important discussions and grow personally and professionally. Virtual Living Room Conversations provided a forum to hold candid, transparent discussions about salient issues that affect our society and organization, like being Black in America in the wake of George Floyd's death.



These [Employee Resource Groups](#) each boast an active membership and encourage participation of members and allies in sponsored activities. In 2020, we also launched the Wendy's Parents & Caregivers Support Group, providing a forum for informal discussions focused on family and caregiving challenges, as well as information to ensure employees can take full advantage of Wendy's Employee Assistance Program. This group also created a "Having a Baby Guide," which provides helpful information for employees before or after the birth or adoption of a child.



Wendy's response to COVID-19

In 2020, Wendy's restaurant operations changed significantly and quickly as we all worked together to support public health directives.

We have implemented several enhancements within our restaurants to help protect our team members and customers from the spread of COVID-19. We're incredibly proud of the way our Wendy's family came together and worked to provide great restaurant experiences while demonstrating that the safety and comfort of our customers and team members remain our top priority.

Though the pandemic affected communities around the globe in different ways, our priorities have been clear: provide a safe and comfortable environment for our team members and customers, support our people, help our franchise community and give back to the communities where we operate restaurants.

As a brand, we reinforced procedures and adopted several new practices in our restaurants:



Flexed restaurant operations:

As most of our restaurants shifted to a predominantly drive-thru operating model, we also expanded our digital offerings in the U.S. and Canada to provide safe, contactless options like curbside pick-up and delivery.



Provided personal protective equipment:

We followed guidance and instituted a brand standard that restaurant team members must wear food service gloves and face masks while working (unless an exception applies), and have sourced a reliable supply of approved options for our restaurant teams.



Reinforced proper handwashing:

We continuously reinforced our strict food safety procedures, personal hygiene standards and sanitation protocols and required all restaurant level team members systemwide to complete additional handwashing training.



Increased deep cleaning:

Throughout the day, restaurant teams put an emphasis on cleaning high-touch areas, in many cases every 15 minutes.



Introduced social distancing:

Restaurants used social distancing signs and floor decals to promote distance between customers and team members.



Enhanced order safety precautions:

We promoted and used no-contact and limited-contact ordering and the Wendy's app to provide additional options for our team members and customers.



Supported truck drivers:

While our dining rooms were closed, we introduced new walk-up ordering procedures to accommodate customers with oversized vehicles, such as truck drivers and first responders.





Our restaurant teams transitioned to new, more casual uniform guidelines in 2020.



The Company established WeCare in 2017 to provide short-term financial assistance to members of the Wendy's system who have been negatively affected by federal -or state/provincial-declared natural disasters and emergencies in the U.S., U.S. Territories and Canada.

As Wendy's faced the COVID-19 pandemic, short-term restaurant closures, and government-imposed curfews that disrupted restaurant operations, we made sure that WeCare was available to support team members who suffered financially due to these unforeseen circumstances.

WeCare also continues to be available for those affected by natural disasters, like hurricanes or wildfires.

Since its inception, WeCare has provided more than \$120,000 in financial assistance to 250 Wendy's family members.

WeCare was just one of many ways we supported Company employees during the pandemic. The Company also created and modified some of its benefits to better support the unique challenges our employees were facing:



Emergency paid sick leave

In 2020, we expanded paid sick leave to include Emergency Paid Sick Leave for eligible U.S. hourly Company employees. This program was designed to respond to the needs of employees affected by COVID-19, encourage employees to stay home if they are symptomatic and seek testing if symptoms are present. The policy provides up to 14 days of paid leave annually for COVID-19 related challenges, including those who act as a caregiver for eligible family members. In 2021, we expanded our paid sick time policy to provide paid sick time to all eligible part-time hourly employees on a permanent basis.



Restaurant recognition pay

To recognize and support our Company restaurant employees, the Company implemented Restaurant Recognition Pay for Company restaurant teams. Hourly crew members, shift managers and assistant general managers in Company restaurants received a 10% increase in hourly pay in April and May. Additionally, we protected bonuses

for Company general managers and district managers through September to ensure managers weren't penalized for impacts to business performance that were outside their control due to COVID-19.



Supporting employee wellness

All Company employees—whether enrolled in a company medical plan or not—have access to our Employee Assistance Program (EAP), which provides free, confidential 24/7 counseling support for a wide variety of topics. Further, all U.S. Company employees have access to telehealth and can see a board-certified doctor at a low cost.



Global Restaurant Team Appreciation Week

Wendy's strong culture of recognition was especially important in 2020, when the world depended on restaurants to sustain and uplift the communities they serve. Our restaurant teams remained dedicated to supporting one another and our customers, and our Wendy's family made it a priority to show our appreciation. In mid-May, we launched the first-ever Global Restaurant Team Appreciation Week around the world to recognize, celebrate and say "thank you" to all district managers, restaurant managers and team members across the Wendy's system.



Supporting our Company employees every day



Enhanced employee benefits

In 2020, we announced several enhancements to the array of Company employee benefits that make Wendy's a great place to work. These changes, effective at the beginning of 2021, include:

Expanded paid sick time

In 2021, we expanded our paid sick time policy to provide paid sick time to all eligible part-time hourly employees on a permanent basis. Accrued sick time can be used for absences due to illness, injury and any other medical condition, including medical, dental and vision appointments, whether for treatment or preventative care, for employees and their applicable family members. It can also be used to receive the COVID-19 vaccine.

Parental bonding

We have enhanced our parental bonding leave for all eligible Company employees following the birth or adoption of a child and will support our working mothers by reimbursing the cost of shipping breast milk during overnight business travel.

Flex work

For much of the year, many of our Restaurant Support Center and field office employees worked remotely and had to be flexible and adaptable to stay connected as a team. We quickly learned that our business could be successful in this new way of working, so the Company adopted a Flex Work Program that provides eligible office-based employees with options for flexibility in their work schedules and locations while allowing teams to maintain productivity and culture.

Training and development

To set our team members up for success and help them achieve their personal development goals and career growth, we invest in training and development programs at all levels within the Company. In 2020, Wendy's team members completed nearly 5 million hours of foundational training systemwide, including a mix of online and hands-on training in the restaurant. We recertify every restaurant team member in food safety training annually to reinforce food safety standards and procedures. Across the system, restaurant team members dedicate an additional 700,000 training hours each year to supporting the introduction of new products and procedures. Restaurant managers and multi-unit operators can participate in Wendy's University, which includes targeted training

to develop management and leadership skills. Wendy's University also provides programming for Company management, including diversity training, people manager training, leadership dialogues and the opportunity to participate in third party conferences and training.

Engagement and culture

For the last five years, we have administered our Voice of Wendy's employee engagement survey for all Company employees, and we also make it available for franchisees. This year, nearly 50,000 Company and franchise team members across the Wendy's system provided feedback, an increase among all populations (franchise restaurant employees, Company-operated restaurant employees and Company support/corporate employees). All three groups' engagement scores outperformed industry benchmarks.

We also are proud of our Company-operated restaurants, which have been a leader in the industry when it comes to retaining our employees. For the third straight year, we were recognized by Black Box Intelligence, a third-party firm that measures restaurant industry performance on several key people metrics, as its Global Best Practice winner in the quick service restaurant segment based on our turnover rates relative to our peers.



RECOGNITION

20

Make Your
Mark Leaders

200

Top General
Managers

22

Employees
of the Year

6

Best Practices
Awards

100

Score on the Human
Rights Campaign's
Corporate
Equality Index

13

Global
Excellence
Awards

Community

Supporting social justice

In the midst of the pandemic, we witnessed the tragic death of George Floyd—another in a pattern of reprehensible events that have happened far too often. Our Wendy's values demand that we Treat People with Respect and Do the Right Thing, and we applied those values as we [supported](#) efforts to address systemic racism.

A company advisory group consisting of Black leaders and others in our organization helped to identify and prioritize the Company's specific actions taken to support the Black community and to help our employees, our organization and our communities progress forward. We have established new strategic external partnerships with organizations that are committed to eliminating racism and advocating for justice, equity and equality for all. In addition to the expansion of our existing partnership with the Thurgood Marshall College Fund, we developed partnerships with the YWCA Columbus and the Columbus Urban League. We also allocated a portion of our [\\$500,000](#) donation to be directed by our employees to ensure Wendy's could support worthy causes throughout our global restaurant footprint.



"Help others succeed. Give everyone a chance to have a piece of the pie. If the pie's not big enough, make a bigger pie."

—DAVE THOMAS

We strive to bring our values to the communities where we do business. While we know that we cannot achieve change on our own, we intend to be part of the solution.



Thurgood Marshall College Fund

On July 2, Wendy's handed over the "microphone" on our Twitter and Instagram accounts to the Thurgood Marshall College Fund so people could learn more about its work on behalf of students from Historically Black Colleges and Universities. Wendy's has supported the Thurgood Marshall College Fund Leadership Institute since 2019.



YWCA Columbus

Wendy's is proud to partner with the YWCA Columbus in support of its mission to eliminate racism and empower women. Our investment in the YWCA Columbus Leadership and Social Justice Department helped to fund the launch of YWCA Columbus' diversity, equity and inclusion training services to help increase racial literacy and advance racial equity in central Ohio. This year Wendy's also sponsored YWCA Columbus' first virtual racial equity training event, "Activists and Agitators."



Columbus Urban League

Wendy's and the Columbus Urban League partnered to develop Wendy's Workforce Institute - a paid training experience for young adults in the Central Ohio community that gives participants a three-week inside look at the value of starting and building careers at Wendy's. When they complete the program, participants can interview with a local restaurant leadership team and, if hired, receive five credits toward their required training.



During COVID, Wendy's Workforce Institute gave young people an opportunity. Their parents may have lost jobs, they may not have been able to pay their rent or their utilities. People who weren't working couldn't buy food. It gave these young people an opportunity to be the economic providers for their families.

– Stephanie A. Hightower, President and Chief Executive Officer, Columbus Urban League

Community

Community-based giving

In December 2020, we [announced](#) a new community-based giving program that benefited 23 charitable organizations as part of the promise we made in June to donate at least \$500,000 to support social justice, youth and education in the Black community. Part of that commitment is directed by our employees to ensure we support worthy causes throughout our global restaurant footprint.

Each organization has a specific community focus. For example, AZCAAR works to improve the life challenges facing African Americans in Arizona and to act as a resource for those who serve the African American community, in areas that include civic engagement, communications, criminal justice, economics, education, health and well-being, leadership and racial equity. [Mississippi Families for Kids](#) provides educational services and specialized training to ensure the permanency and well-being of children and families, with top priority given to children in the adoption and foster care systems. In Toronto, Tropicana Community Services offers daycare, youth development, educational, employment services and other culturally aware supports to the Black and Caribbean community in Canada and others in need.

Give Something Back

Dave Thomas Foundation for Adoption

In 1992, Wendy's founder Dave Thomas gave adoption a national platform by founding the Dave Thomas Foundation for Adoption®. Its singular mission is to find forever families for children in foster care.

In 2020, the Foundation announced that its signature program, [Wendy's Wonderful Kids](#)®, has helped find adoptive homes for more than 10,000 children in foster care across the U.S. and Canada. Ten thousand children now have a forever family to love and support them and be there every step of the way as they grow into adults with families of their own.

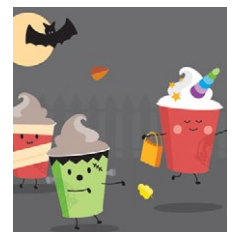
This milestone is especially important as COVID-19 had a major impact on the Foundation and the needs of children in foster care have become even more critical. When many other systems came to a halt, Wendy's Wonderful Kids recruiters pushed for youth to move into pre-adoptive homes, nudged decision makers to think creatively and encouraged local judges to facilitate virtual adoption hearings.

In addition, the Company directly helped raise more than \$15.5 million for this worthwhile cause, bringing the total since its inception to more than \$235 million. Highlights from this year include:

The beauty of 10,000 adoptions is more than a large number, more than a significant goal attained. It's an achievement that represents a seismic shift in changing a child welfare system that too often disregards the rights and needs of children; that allows thousands to age out of foster care into homelessness or despair; that perpetuates the myth that some children are too old to be adopted, or too difficult to care for.

—Rita Soronen, President & CEO
Dave Thomas Foundation for Adoption

- In 2020, we adjusted several of our traditional fundraising events, like our annual franchise and supplier convention and The Dave golf tournament. Instead, we hosted a virtual Wendy's Family Night fundraiser where nearly 500 members of the Wendy's family raised a record-breaking \$2.7 million for the Foundation.
- Available in the fall, [Boo! Books](#)™ cost one dollar for five free Jr. Frosty® coupons; 85 cents of each purchase is donated to the Foundation. This year, we raised more than \$4 million in support of the Foundation.



- Wendy's annual [Frosty® 5K Run for Adoption](#) also went virtual and welcomed more than 1,600 participants from around the world – including Canada, Guatemala and Egypt. Together, we raised more than \$80,000 to support children in foster care.
- Frosty Key Tags are available for purchase from November through January and consumers can use them all year to get a free Jr. Frosty with any purchase. Eighty-five percent of every \$2 tag sold benefits the Foundation. In 2020, we introduced a digital [Frosty Key Tag](#) in the Wendy's app which can be applied to mobile orders or used for in-restaurant scanning. This year, we raised more than \$7 million through the key tag program.
- During National Adoption Awareness Month (November), we welcomed back a fan-favorite promotion with our generous partners at Dr Pepper® and Coca-Cola®. Wendy's customers could visit our mobile app to [redeem an offer](#) for a free beverage of any size with purchase. With each offer redemption, Dr Pepper and Coca-Cola donated \$5 to the Foundation, for a total of \$500,000 raised.

Every year, more than 20,000 young people leave foster care without a permanent family.

No matter the circumstances, we must do everything we can to support these children. Together, we will achieve Dave Thomas' vision that every child will have a permanent home and a loving family.

Community ambassadors

In March, Wendy's named 11 Company employees Community Ambassadors for their commitment to supporting and improving their local communities through volunteerism. Through the [Wendy's Community Ambassador Grant Program](#), individuals received a \$2,500 grant for an organization they support with their time and talents.

Giving back to our communities

Wendy's Frosty Cart



Wendy's new Frosty Cart visited Nationwide Children's Behavioral Health Care Center in Columbus, Ohio to serve chocolate and vanilla Frosty treats, along with a Build Your Own Frosty Sundae option, to the Center's staff.

South Delhi, India



A Wendy's restaurant team in south Delhi, India's Kalkaji area stocked and distributed essential goods, and team members offered their personal vehicles to deliver perishable goods and other essential items to the general public in need.

Goodr Atlanta



Wendy's and a local franchisee in the Atlanta area partnered with Goodr in August 2020 to help feed the residents of the Peoplestown neighborhood and surrounding communities. Five hundred families received food through a combination of a pop-up grocery store activation and at-home delivery.