


PEOPLE

Fostering inclusive cultures in our workplaces and communities

AREAS OF FOCUS AND KEY INITIATIVES

	Year ¹⁶ 2025	Status	Initiatives
Increase the representation of underrepresented populations among our Company's leadership and management, as well as the diversity of our franchisees			<ul style="list-style-type: none"> Continued to leverage third parties to support broad reach of recruitment efforts, including organizations like the Central Intercollegiate Athletic Association, the National Sales Network and the Thurgood Marshall College Fund Continued to invest in optional training and programming to heighten our culture, in partnership with our Employee Resource Groups Continued to support franchise growth by helping to remove some of the common barriers to entry through programs like Build-to-Suit, a development program that minimizes a franchisee's capital investment and allows them to lease/sublease from Wendy's
→ Increase representation of women in leadership			
→ Increase representation of people of color 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			

 on track

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Material Issues

Employee recruitment & retention
Inclusive culture
Franchise health & engagement

Fair labor practices & human rights
People & community

Sustainable Development Goals



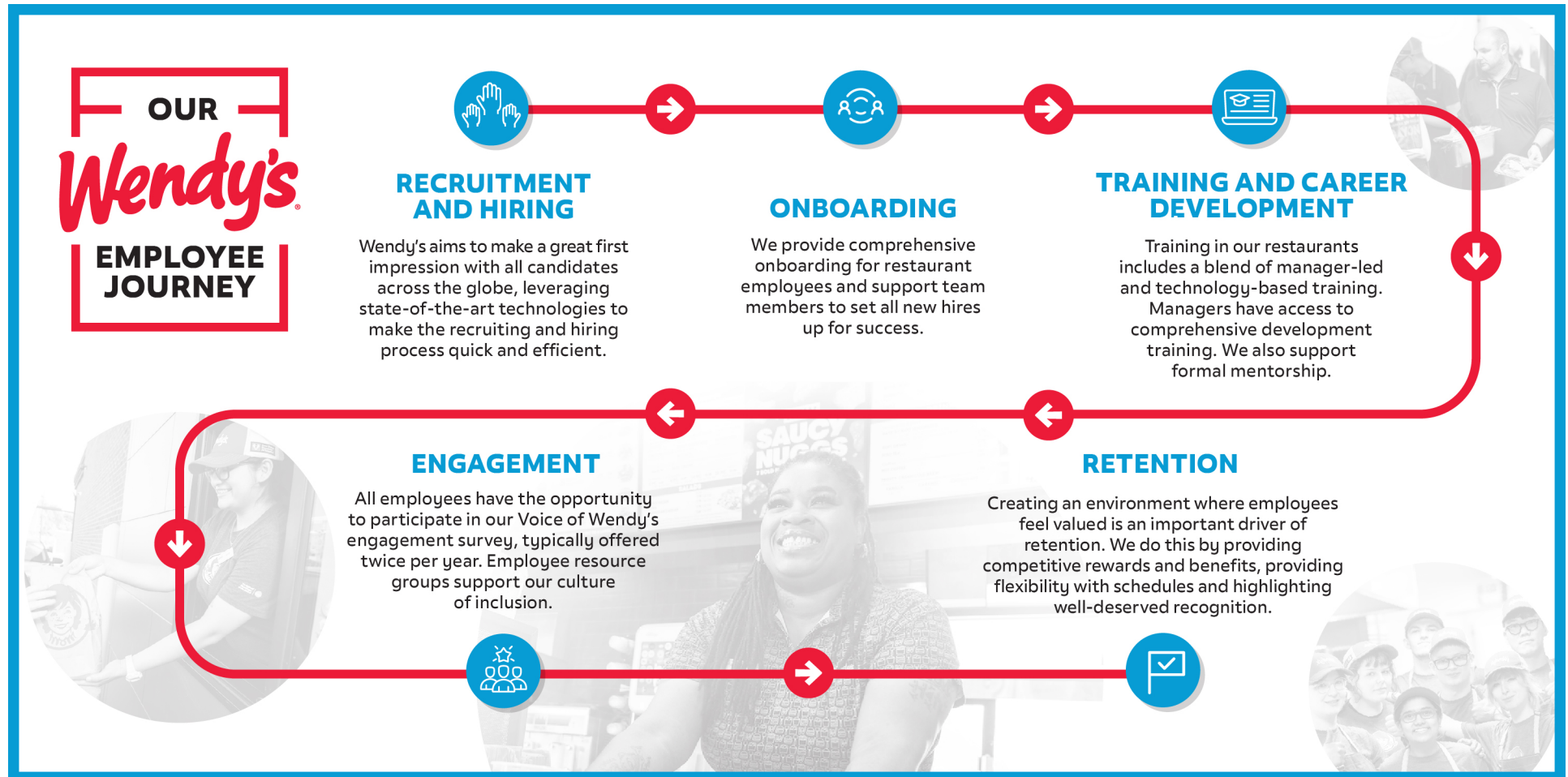
¹⁶ To be completed by the end of the year.

WORKPLACE

We strive to do right by the people who work for Wendy's¹⁷ — supporting our employees in bringing their true selves to work, creating opportunities to grow professionally and fostering a culture where our people feel supported. As we grow the global reach of our restaurants, our approach remains the same and is anchored in our brand values. In 2024, we continued to demonstrate our passion for a key ingredient to success — our people.

Employee journey

The below visual gives a glimpse into our employees' experience at Wendy's, starting with their hiring and onboarding and continuing throughout their tenure.



¹⁷ Where Wendy's is mentioned as an employer, the reference is to The Wendy's Company and employees in our Company-operated restaurants, field support roles and corporate staff.

Supporting an inclusive culture

Our approach to workplace culture remains tethered to our brand values, which help us to create value for all stakeholders, contributing to the resilience of our business. We believe that for employees to bring their true selves to work, we must continue to foster inclusivity across the organization while empowering Company employees through community created within Wendy's.

We believe an inclusive culture can help to attract more talent, support retention and drive better business results. We know that an inclusive culture means different things to different people. In 2024, we engaged with industry expert [Circa](#) to evolve our recruitment strategies to reach even more candidates with different backgrounds and experiences, including veterans and differently-abled individuals.

Wendy's aims to increase the representation of underrepresented populations among our Company's leadership and management as well as the diversity of our franchisees.

Our focus areas

- Increase representation of women in leadership
- Increase representation of people of color 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

To support these focus areas, we continue to use a multiyear strategy focused on education, training, recruitment, hiring, talent development and retention. This includes:

- Actively monitoring and reporting on current demographic data by gender, race and ethnicity
- Expanding our recruiting efforts to include educational institutions known for having a strong, diverse talent pool
- Continuing to offer training and development to foster and support an inclusive culture
- Leveraging our Employee Resource Groups (ERGs) to provide programming and support for all restaurant support center employees

The Wendy's Way

Dave Thomas founded Wendy's upon a set of values, which still guide our business today and emphasize the importance of our people — across the Wendy's System and the communities in which we live:

Quality is Our Recipe: We put quality into everything we do and strive to be better than we were yesterday.

Treat People with Respect: The first two letters of Wendy's are "W-E." We care about our customers and each other.

Do the Right Thing: We earn our reputation by the things we do every day.

Profit Means Growth: We create opportunities. To Dave, profit meant the ability to share your success with your team and the community.

Give Something Back: We have passion for helping others. Dave believed that everyone has an obligation to put back into life more than they take out.

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2024

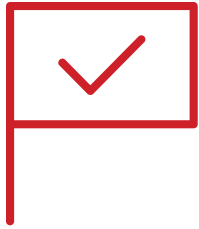
Demographics

2024

Demographics

	NUMBER	GENDER			ETHNICITY							
	EMPLOYEES	MEN	WOMEN	OTHER/ DECLINED TO PROVIDE	WHITE	HISPANIC OR LATINO	BLACK	ASIAN	AMERICAN INDIAN OR ALASKA NATIVE	NATIVE HAWAIIAN / OTHER PACIFIC ISLANDER	2 OR MORE	OTHER/ DECLINED TO PROVIDE
RESTAURANT CREW MEMBERS	10,600	29%	35%	36%	16%	27%	25%	1%	0%	0%	6%	25%
RESTAURANT MANAGEMENT	2,500	28%	59%	13%	26%	33%	29%	3%	1%	0%	3%	5%
MANAGERS & PROFESSIONALS	950	49%	50%	1%	71%	10%	10%	5%	0%	0%	3%	1%
COMPANY LEADERSHIP (DIR+)	150	57%	41%	2%	79%	7%	4%	6%	0%	0%	2%	2%
ALL COMPANY EMPLOYEES	14,200	30%	40%	30%	22%	26%	24%	2%	1%	0%	5%	20%

This chart covers Wendy's Company employees in the U.S. and Canada in 2024, except the race and ethnicity information, which reflects U.S. employees only. Our Form 10-K reflects total Wendy's Company employees.



Supporting our employees

One way we can provide support to employees beyond professional development resources is by fostering a culture that recognizes the different life stages and experiences of our employees.

Assessing engagement

For the ninth consecutive year, Wendy's administered our Voice of Wendy's (VOW) employee engagement survey for all Company employees, with an opportunity for interested franchisees to participate as well. The survey is designed to gather employee feedback on Wendy's, their role and work environment, providing valuable feedback and data that we can act on to help support our efforts to better attract, engage and retain employees.



Employee Resource Groups (ERGs)

Wendy's maintains and supports seven volunteer [Employee Resource Groups](#) (ERGs) open to all Company Restaurant Support Center employees, each with an executive sponsor from our senior leadership team. This year, we grew ERG membership by ~30% and programming by 150% from 2023, expanding into field operations and new global chapters.

Benefits and compensation

Wendy's regularly adjusts compensation and benchmarks our benefit program offerings to help us keep pace with industry standards at all Company employee levels and in compliance with federal, state/provincial and local regulations. Consistent with our policies and values, we are committed to an equitable approach to our pay practices.

We recognize that the well-being of our employees goes beyond our workplace. In addition to medical, dental and vision, our benefits include time away from work, recognition programs and more.¹⁸ We also offer our employee assistance program (EAP), available at no cost to Company employees and their household members. We are proud to offer paid sick time for Company employees at all levels within our restaurants to help to support employees in prioritizing their health and that of their families.

WCD

Wendy's Cultural Diversity ERG hosted multiple "Fryerside Chat" discussions on navigating global markets focused on regions where we continue to grow our business.

WeVets & GiveCare

Wendy's Veterans and Care Givers ERGs partnered to host a panel discussion on neurodiversity and caregiving for family members with neurodiversity, offering valuable perspective on life experiences and challenges.

WOW

Opened five new local Women of Wendy's chapters in Company field offices and markets to provide opportunities for networking and build community.

Promoting safe working conditions

Wendy's is committed to doing our part to help support safe working environments for our Company employees, which also helps us support the safety and comfort of our customers. People safety expectations, including our focus on accident and injury prevention, are also reflected in Wendy's [Code of Business Conduct and Ethics](#), Operations Standards Manual and Safety Reference Guide.

Ethics and human rights

We've set a high standard of ethical conduct, as outlined in our policies and procedures, and [Code of Business Conduct and Ethics](#). The Code applies to all Company employees at all levels within the Wendy's organization worldwide, as well as all members of our Board of Directors. Employees have a variety of methods to raise concerns, including through the [Wendy's Ethics Helpline](#), available 24/7 by phone or online with the option of anonymity. Any person may also raise concerns via email at corporateresponsibility@wendys.com.

WeBERG

Wendy's Black Employees ERG launched "Popcorn and a Podcast," a new educational series focused on equipping participants with restorative practices to transform passive support into active, meaningful allyship.

WeQual

Celebrated 10 years as Wendy's Equality ERG with an anniversary brunch.

WenGen

Hosted local networking events for young professionals to build community, including sporting events and activities, painting and visiting local attractions.

¹⁸ Eligibility for benefits varies and may be subject to waiting periods and other requirements.

Supporting franchisees

With nearly 95% of the Wendy's System composed of franchised operations, our franchising System is crucial to the global growth of the Wendy's brand, and we take opportunities throughout the year to recognize those who go above and beyond.

Wendy's continued to support the growth of our franchisees through:

- **Brand engagement:** Wendy's has robust systems in place to help support our franchisees, including brand resources, local marketing and assigned training and operations coaches.
- **Training:** Franchisees participated in training programs, including New Franchisee Onboarding, and received feedback and coaching from Wendy's team members.
- **Franchise Support:** Whether a franchisee's goal is to grow their portfolio or sell their restaurants and retire, Wendy's has teams and resources available to support them.

2024 Franchisee award recipients



Hall of Fame Inductee:

Matt Van Paepghem, WenMarr Management, LLC

Wendy's Hall of Fame Award is the highest honor in the Wendy's System, recognizing members of the Wendy's family who have made significant contributions to the brand. In 2024, Matt Van Paepghem, WenMarr Management, LLC, was honored with this award. Since joining the Wendy's family as an assistant manager with the Company in 1974, Matt has worn many hats, including supporting Wendy's training team before becoming Director of Operations in 1989. Within a few years, he became a franchisee, purchasing four Wendy's restaurants in South Atlanta. Today, WenMarr has grown to 46 restaurants and counting.



Founder's Award Honorees:

Gary and Brett Rozanczyk, SGR Restaurants, LLC

Wendy's Founder's Award celebrates franchisees who best embody the values of Wendy's founder, Dave Thomas. In 2024, Gary and Brett Rozanczyk, SGR Restaurants, LLC, received this award. The Rozanczyks have been franchisees for more than 25 years, consistently investing in their teams and business, testing new products and operational procedures and diligently supporting the Dave Thomas Foundation for Adoption.

System support - WeCare

Since 2017, [WeCare](#) has awarded more than 500 grants totaling nearly \$240,000 in emergency assistance to members of the Wendy's System in the U.S., U.S. Territories and Canada who have been negatively impacted by natural disasters.

This year, 115 Wendy's family members received financial assistance through WeCare, totaling more than \$40,000 to help offset the devastation caused by Hurricanes Beryl, Helene and Milton.



International Market of the Year Honorees:

Juarez & Chihuahua Mexico, WenCo Mexico

Wendy's International Market of the Year award recognizes operations excellence and a commitment to people, marketing activations and restaurant development. As the largest Wendy's franchise organization in the country, WenCo Mexico not only excels in their own operations, but also extends support to other franchise organizations across Mexico. They also have plans to nearly double in size within five years and are currently pacing ahead of their development agreement.

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COMMUNITY

In serving quality food to our communities and creating economic opportunities, our System continues to give back with time and money to uplift our neighbors. Our fundraising efforts reached new heights in 2024, directly supporting the work of the [Dave Thomas Foundation for Adoption](#). Further, our Community Giving Program provides financial grants to a wide variety of organizations that are employee-nominated. These organizations focus on making a positive impact on one or more of these charitable causes: foster care adoption, hunger and food integrity, youth and families, and vibrant communities.

Community Giving Program



\$75,000

donated to 17 organizations in the U.S., Canada, Aruba and the United Kingdom

\$485,000+

donated over four years to community-focused organizations across Wendy's global footprint

Examples of Community Giving Program grant recipients included:



Foster Care Adoption

Casa Valentina (Miami, FL)

Provides at-risk and former foster care youth with safe affordable housing, life skills and continued support so they can achieve and maintain self-sufficiency.



Hunger and Food Integrity

Northern Rhode Island Food Pantry (Cumberland, RI)

Offers high-quality foods and services to sustain local individuals and families in need to help them care for themselves and improve their quality of life.



Youth and Families

Brighter Future Academy (Oranjestad, Aruba)

Works to improve the quality of life for children and families affected by autism, ADHD/ADD, Down syndrome, developmental delays and behavior challenges.



Vibrant Communities

Amaze (Brighton, England)

Aims to inform and support parents, caretakers, children and young people with special educational needs and disabilities so they can be resilient, achieve positive outcomes and have their voices heard.

Volunteering

During Founder's Week, Wendy's Restaurant Support Center employees and Quality Supply Chain Co-op associates took time to volunteer in local Ohio communities.



Once again this year, we held our WeCANstruct event in support of the [Dublin Food Pantry](#). Teams created themed structures using unopened canned food, donating more than \$26,000 worth of food, amounting to nearly 11,000 canned goods.



During our annual Founder's Week celebration, Wendy's and QSCC employees volunteered to sort and pack food, and serve as market shopping assistants at the [Mid-Ohio Food Collective](#).

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Dave Thomas Foundation for Adoption

For more than 30 years, Wendy's has supported the Dave Thomas Foundation for Adoption's (DTFA) commitment to finding safe, permanent homes for children in foster care across the U.S. and Canada. To date, the Wendy's family, including our Company, operators, franchisees, suppliers, crew and customers, has raised a total of more than \$344 million¹⁹, benefiting the Foundation's mission. These funds are critical to sustain and expand DTFA's national awareness campaigns and life-changing programs, including [Wendy's Wonderful Kids](#)[®].

Through Wendy's Wonderful Kids, the Foundation supports the hiring of adoption professionals, known as recruiters, who serve the longest-waiting children in foster care. As of December 2024, the Foundation has scaled or is scaling the program in 21 states and provinces to ensure there are enough recruiters to serve the number of young people waiting in the focus population of teenagers, children with special needs and sibling groups.

2024 highlights:

1,083

children adopted across the U.S. and Canada

~\$28 million

received across all U.S. in-restaurant and other campaigns

~\$1.7 million (CAD)

received across all Canadian in-restaurant and other campaigns

~14 million

Boo! Books and Frosty Key Tags (units) sold in restaurant campaigns

15%

year-over-year increase in funds raised through Boo! Books campaigns



Dave Thomas
Foundation
for Adoption[®]



More than
15,000
children

across the U.S. and Canada have been adopted through Wendy's Wonderful Kids since 2004

In 2024, Wendy's restaurants had a record-breaking year in Boo! Books sales, with more than 50 restaurants selling over 10,000 Boo! Books, achieving a fundraising total of \$10.6 million. Each book comes with five coupons for a free Jr. Frosty[®].

RESTAURANT SPOTLIGHT: East Republic, Missouri



Across the country, from November 2023 to February 2024²⁰, more than 5,800 Wendy's restaurants helped raise more than \$12.5 million to support the Foundation's important work through Frosty Key Tags, to achieve Dave Thomas' vision that every child will have a permanent home and a loving family. Each Frosty Key Tag can be used for one free Frosty with any purchase for the following year.

One Wendy's location in particular — our restaurant in East Republic, Missouri — outsold its peers last season by selling the most Frosty Key Tags, more than 9,000, to directly benefit the Dave Thomas Foundation for Adoption. Despite its small town location, the East Republic location stood tall, selling 2,000 more Frosty Key Tags than the second-highest selling restaurant in the country.

¹⁹ USD. Covers donations supporting DTFA's work in the U.S. and Canada.

²⁰ This example reflects the specific period during which Wendy's restaurants sell Frosty Key Tags and the numbers highlighted here reflect that season. All other numbers on this page reflect CY 2024 data.