



2024

CORPORATE RESPONSIBILITY REPORT

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Growth means more than opening new Wendy's restaurants. It means keeping our commitment to quality, innovation and doing the right thing for customers, crew and the communities we serve. Reflecting on the past year, I am more optimistic than ever about the potential of the business we're building and the future we are helping shape.

Good Done Right, our corporate responsibility strategy, is integral to how we do business. By embedding the strategy into daily operations, we enhance efficiency, strengthen our restaurants, and empower the teams that serve our customers every day. As we continue to build more restaurants around the globe, we are thoughtfully fueling employee and franchisee growth while scaling practices that support food safety, responsible sourcing and environmental impact.

Continued progress

In 2024, we continued to integrate Good Done Right into the fabric of The Wendy's Company, advancing work across our **Food, Footprint** and **People** pillars to strengthen our future.

In **Food**, we completed more than 13,000 Food Safety Assessments (FSAs) across Wendy's restaurants worldwide to reinforce food-safe behaviors in 2024. Through the Wendy's Animal Care Standards Program, we met our goal to have a comprehensive accounting of animal welfare best practices across our beef, pork, chicken, eggs and dairy supply chains in the U.S. and Canada. This work also expanded our view of our protein supply chain and helped us build relationships beyond our direct suppliers.

In the U.S. and Canada, we are making progress to reduce our environmental **Footprint** by successfully transitioning to fry cartons and chili cups made from certified fiber. The work advanced our goal to sustainably source 100% of packaging across these regions by 2026. This achievement also helped support our commitment to no deforestation across our most at-risk primary commodities by 2025.

We continued to invest in our **People** with employee development, including an updated onboarding program and more hands-on trainings for our Company employees. Our Community Giving Program continues to help to support communities around the globe where we live and work. Further, restaurant teams across the U.S. raised a record \$10.6 million through the annual Boo! Books program in support of the Dave Thomas Foundation for Adoption's mission to help children in foster care find safe, permanent homes.

Our Promise

This year, we created a new Wendy's Promise, "Fresh, Famous Food, Made Right For You" to continue building a strong future for the Wendy's brand. Good Done Right is foundational to that promise, as the System goes all-in on operational excellence and living our values of doing the right thing in the right way to guide us as we grow.

Our work is never done, and it is never done alone. Delivering on our commitments and evolving to reach our potential is only possible through purposeful collaboration with our employees, customers, franchisees, suppliers, business partners and the communities we serve.

Thank you for your support. I look forward to the journey ahead.

Kirk Tanner, President and CEO

50+ YEARS OF PROGRESS

1960s

 Opened the first Wendy's restaurant in Columbus, Ohio, serving fresh beef.

1970s

 Introduced our salad bar, highlighting our commitment to fresh, quality ingredients.

1990s

 Founder Dave Thomas, who was adopted as a child, established the Dave Thomas Adoption Foundation for Adoption (DTFA).^o

2000s

 Implemented the Wendy's Animal Welfare Program with expanded audits and expert Animal Welfare Council.

 DTFA established its signature program, Wendy's Wonderful Kids.^o

2010s

 Developed Wendy's Supplier Code of Conduct to carry our values throughout the supply chain.

 Joined the U.S. Department of Energy's Better Buildings^o Challenge, among the first in the restaurant industry to do so.

 Eliminated medically important antibiotics from our U.S. chicken supply.

 Advanced commitment to fresh ingredients by transitioning to greenhouse-grown tomatoes for all North American restaurants.

2020s

 Committed to no deforestation across our primary commodities most at risk of deforestation by 2025.

 Transitioned from plastic-lined paper drink cups with limited recyclability to clear plastic cups that customers can recycle in select municipalities.

 Launched enhanced Food Safety Assessments (FSA) program in partnership with EcoSure^o to help Wendy's restaurant operators around the globe build food-safe behaviors and adhere to best-in class food safety and operational procedures.

 Achieved goal to transition Wendy's pork supply chain in the U.S. and Canada away from sow gestation stalls to open-pen housing for confirmed pregnant sows.

 Set near-term science-based emissions reductions targets, which were validated by the Science Based Targets initiative.

 Celebrated the DTFA's 15,000th adoption.

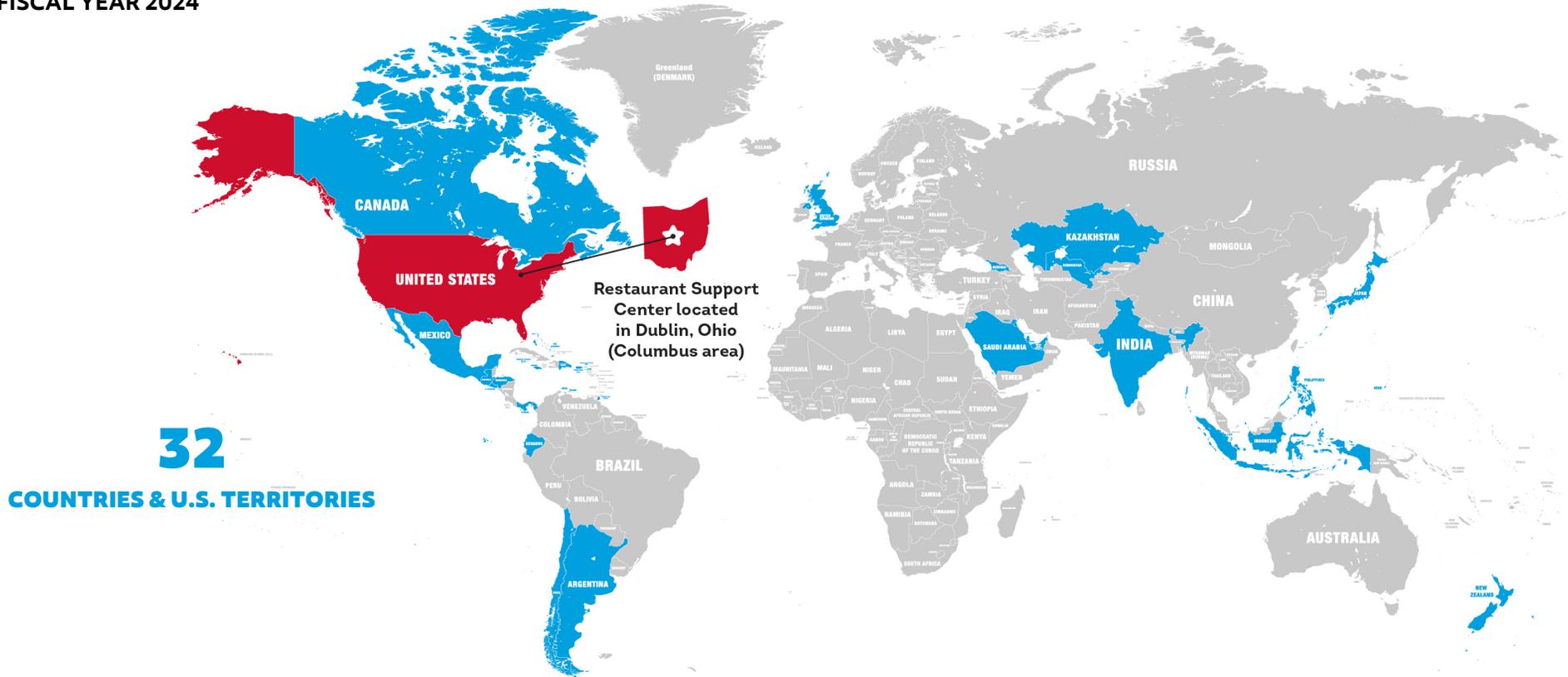
 Introduced Wendy's Animal Care Standards Program built on traceability and rewarding progressive farm practices.

Our Good Done Right pillars

-  Food
-  Footprint
-  People

BUSINESS SNAPSHOT

FISCAL YEAR 2024



\$14.5B

In Systemwide sales

1.5%

Global same-restaurant sales growth

7,240

Restaurants across the globe

6,846

Franchise-operated restaurants

\$2.2B

In revenue

~17.6%

Global digital sales mix

394

Company-operated restaurants

~14,500

Company employees

FOOD

Delivering high-quality food, transparently

AREAS OF FOCUS AND KEY PROGRESS

	Year ¹	Status	Progress
Responsibly source our top 10 priority food categories in the U.S. and Canada	2030		<ul style="list-style-type: none"> We advanced responsible sourcing efforts, including reaching 19% progress toward our 2030 goal through program implementation progress within our potato supply chain.
→ Have a comprehensive accounting of animal welfare best practices for beef, pork, chicken, eggs and dairy in the U.S. and Canada through the Wendy's Animal Care Standards Program (ACSP)	2024		<ul style="list-style-type: none"> We achieved our goal of evaluating all our direct protein suppliers across each of these supply chains as well as select upstream suppliers in each area, including a mix of large and small farm operations. This work also expanded our knowledge of the scope of our indirect protein supply chain, which includes more than 20,000 farms and facilities.
→ Source 100% of our U.S. and Canadian beef, chicken and pork from suppliers that prohibit the routine use of medically important antibiotics	2030		<ul style="list-style-type: none"> While our work through the ACSP has helped increase our supply chain visibility and opened the door to building new relationships with indirect suppliers, progress toward our goal remains challenging in our beef and pork supply chains. We achieved our chicken goal in the U.S. in 2019.
→ Achieve sector-specific targets through our membership with the U.S. Roundtable for Sustainable Beef (USRSB)	Multiple		<ul style="list-style-type: none"> We completed a water risk assessment of our direct beef suppliers, achieving USRSB's 2025 direct supplier water tracing goal.

 on track
  complete
  needs attention

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Food safety p. 7

Responsible sourcing p. 8

Material Issues

Responsible sourcing

Sustainable supply chain

Animal welfare

Transparency

Food safety

Food quality

Nutrition

Sustainable Development Goals



¹ To be completed by the end of the stated year.

FOOD SAFETY

We embed food safety throughout our quality assurance (QA) processes and procedures and continually seek ways to accelerate innovation and help the Wendy's System embrace our culture of food safety.

Training and industry engagement

To help us stay at the forefront of food safety science, quality improvements and regulatory developments, we continuously improve training initiatives for our QA team, including offering:

- Food Safety Preventative Controls Qualified Individual certification

- Professional Animal Auditor Certification Organization (PAACO)
- Advanced HACCP training
- Association of Food & Drug Officials Food Defense training

We also host monthly expert-led sessions, with topics including the U.S. Food and Drug Administration's new traceability requirements and food safety perspectives on the use of artificial intelligence to optimize data.

QA team members also participated in the Conference for Food Protection, collaborating with industry leaders to advance U.S. food safety, the Global Food Safety Initiative (GFSI), the Food Safety Summit, the National Restaurant

Association QA Executives Board and others to stay updated on the latest global food safety risks, science and regulations. Additionally, we joined the advisory board for the Center for Produce Safety.

Food Safety Assessments (FSAs) program

In 2024, we completed more than 13,000 FSAs globally at Wendy's restaurants through our partnership with **EcoSure®**, helping to adhere to best-in-class food safety and operational procedures and identify areas for continued improvement.

[LEARN MORE](#)

QA the Wendy's Way: A farm-to-restaurant approach for safe, high-quality food

Everyone in the Wendy's System contributes to providing our customers with safe, high-quality food. Our expert QA team uses a risk assessment approach that tracks millions of data sets to verify the safety and quality of every product across the supply chain, so our customers receive the highest quality menu items.

SUPPLY CHAIN

We require all our suppliers, including agricultural, manufacturing and distribution, to meet internationally recognized Global Food Safety Initiative (GFSI) standards for safety and quality.

AGRICULTURAL PARTNERS

Our agricultural partners must acknowledge Wendy's Supplier Code of Conduct, as well as follow best-in-class practices specific to their sector, such as Leafy Green Marketing Agreement Standards and animal welfare standards.

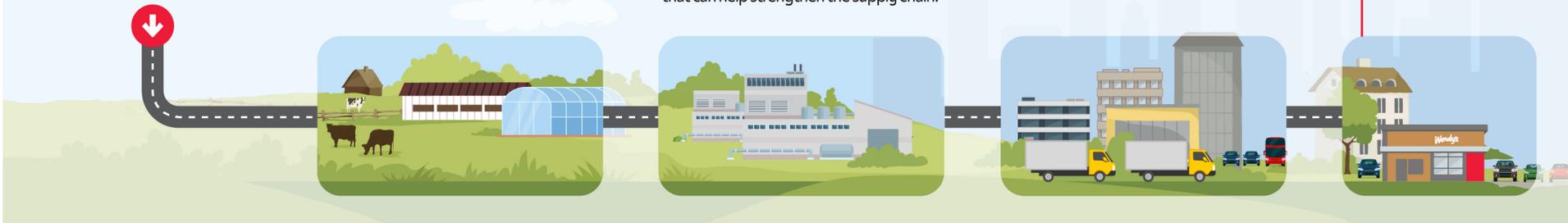
MANUFACTURING

Our suppliers in the U.S. and Canada participate in an accredited third-party audit program, Wendy's QA-led evaluations and supplemental assessments based on risk and performance. In addition, Wendy's hosts regular supplier-partner gatherings to exchange effective strategies, insights and information about technical resources that can help strengthen the supply chain.

LOGISTICS AND DISTRIBUTION

Wendy's logistics and distribution partners follow leading practices, such as temperature monitoring with alarms and regular product sampling by an accredited laboratory.

RESTAURANTS



Wendy's commitment to a strong food safety and quality culture starts with our leadership and clear communication of the importance of food safety as a business priority. We require comprehensive training for all Wendy's Company employees, with food safety certification for managers and leaders, including annual recertification. Proactive monitoring and accountability through our FSAs program and restaurant self-assessments help confirm that food safety practices are being followed as expected and areas for improvement are identified and acted upon. Open communication, reporting and coaching and training are used to reinforce the culture.

RESPONSIBLE SOURCING

Through our responsible sourcing program, we are working to improve the ways we source our ingredients, engage with our suppliers and demonstrate accountability for ethical business practices, sustainability and social responsibility.

GOAL

Responsibly source our top 10 priority food categories by 2030 in the U.S. and Canada.

We focus our responsible sourcing efforts on areas that will help contribute to a more resilient supply chain, including reducing the environmental impact of our priority food categories and maintaining supply continuity.

By engaging suppliers directly through our [responsible sourcing program](#), we not only gain enhanced visibility into our complex supply chain but also strengthen critical relationships that will be necessary to drive collaboration on shared supply chain challenges.

Supplier expectations and engagement

All suppliers in scope for the responsible sourcing program² are expected to:

- acknowledge our [Supplier Code of Conduct](#)
- provide evidence of emissions reductions activities
- participate in our disclosure and audit program and
- align with [category-specific activities](#)

In 2024, Wendy's contacted every supplier in scope for the program, detailing our expectations for alignment to the goal. Of those suppliers, approximately 64% have completed an EcoVadis assessment, a sustainability performance evaluation, which fulfills participation in the disclosure aspect of the program, and is the first significant component of engagement for most of our suppliers. Documentation of other expectations, such as emissions reduction activities and alignment to category specific requirements, has now also commenced.



~20%

increase in assessment participation since 2023.

Key highlights

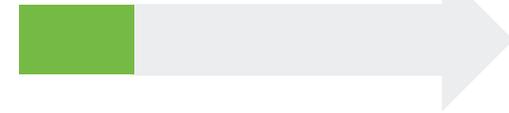


Potatoes: In 2024, we had our first suppliers in scope for the program align with all aspects of our goal, signifying an important milestone in program implementation and helping advance progress toward our 2030 goal. See the next page for more details.



Beef: Wendy's is a member of the [U.S. Roundtable for Sustainable Beef \(USRSB\)](#), and has played an active role in discussions about the sustainability of the U.S. beef industry and its U.S. Beef Sustainability Framework. As a member of the Foodservice & Retail sector of the USRSB, Wendy's has aligned to its [sector-specific targets](#), including completing the 2025 target to encourage the adoption of the U.S. Beef Industry Framework metrics. Alignment with USRSB or Canadian Roundtable for Sustainable Beef (CRSB) frameworks is now a beef category expectation for suppliers in scope of our responsible sourcing program.

19%



100% by 2030

Percentage of volume aligned to Wendy's responsible sourcing program criteria by suppliers in scope.

Top 10 priority food categories



Beef
Beef for hamburger patties



Chicken
Filets for chicken sandwiches and white meat chicken included in nuggets



Pork
Pork products including bacon and sausage



Dairy
Frosty, milk and cheese



Eggs
Shell eggs



Fresh tomatoes and lettuce / leafy greens



Potatoes
Fries, baked and seasoned potatoes



Beverages
Cold drinks, coffee and tea



Buns and bakery
Wheat, oils and sweeteners in buns and bakery products



Oils
Fryer oil/shortening, dressings, margarine

LEARN MORE

² Suppliers in scope for the responsible sourcing program include those who 1) supply at least one product included in a Wendy's top 10 priority food category; 2) control or influence manufacturing for at least one product in a Wendy's top 10 priority food category; and 3) exceed an annual threshold in global spending with Wendy's.

Spotlight: Advancing progress in responsible potato sourcing

Potatoes are a signature part of the Wendy's menu — from our Hot & Crispy French Fries to our iconic baked potatoes and our seasoned breakfast potatoes. In fact, by weight, Wendy's sells more potatoes than any of our other priority food categories. This year, we made strides in advancing our responsible sourcing goal in this important priority food category, with progress stemming from several years of active industry engagement and close partnership with our suppliers.

In 2023, Wendy's joined the [Potato Sustainability Alliance \(PSA\)](#), which is an inclusive, pre-competitive collaboration of growers, supply chain partners, non-profit organizations and advisors. In addition to membership, we also hold a buyer seat on the governing board, which enables us to help shape PSA's standards and initiatives. Alongside its members, PSA works to improve the economic, environmental and social aspects of potato production in the U.S. and Canada and aims to foster a comprehensive approach to sustainability and a standardized reporting framework based on the globally recognized Sustainable Outcomes in Agriculture (SOA) standard. Through these efforts, PSA supports the identification, adoption and measurement of sustainable production practices that help to conserve water, improve soil health and biodiversity, reduce GHG emissions and enhance farmer prosperity, as well as developing opportunities for continuous improvement.

We expect our potato suppliers to engage in the PSA, or align with a similar framework, as part of our responsible sourcing efforts. In 2024, our potato suppliers, representing 19% of total product volume in scope, have aligned to [the expectations of our 2030 responsible sourcing goal](#).



Wendy's supplier J.R. Simplot supports farmers in collecting on-farm data and translating it into real-time recommendations through a proprietary platform, which helps farmers use fewer resources, such as water, while maximizing production.



Wendy's supplier Cavendish works with local cattle farmers to divert more than 80 million pounds of potato peels and trimmings annually away from landfills and into the feed of cattle raised on nearby farms.



Potato Sustainability Alliance - Driving continuous improvement

In 2023, 420 growers representing nearly 590,000 acres in the U.S. and Canada completed PSA's [self-assessment](#) to benchmark their sustainability practices, share insights and identify areas for improvement. The findings show responding potato growers are demonstrating progress in adopting new practices and technologies that are helping to raise the industry standard. Key highlights from the 2023 North American Potato Sustainability Assessment include:

43%

of growers actively maintain or restore cropped and uncropped areas on the farm to improve the quality of habitat for biodiversity

75%

of growers participate in projects that support and measure nutrient management for soil health

91%

of growers that irrigate use a crop production irrigation plan that has been optimized to consider long-term water availability and challenges in the area

Animal welfare

In 2020, we announced the [Wendy's Animal Care Standards Program \(ACSP\)](#) and, with it, our intention to increase visibility across our beef, pork, chicken, eggs and dairy supply chains in the U.S. and Canada and document the best practices taking place in our supply chain.

GOAL

Through the Wendy's Animal Care Standards Program, have a comprehensive accounting of animal welfare best practices for beef, pork, chicken, eggs and dairy in the U.S. and Canada by the end of 2024.



In 2024, we achieved our goal of evaluating all our direct protein suppliers across each of these supply chains as well as select upstream suppliers in each area, including a mix of large and small farm operations. A snapshot of our protein supply chains is included in the graphic to the right.

Benchmarking and key learnings

Through the ACSP, we were able to get a true sense of the scope of our protein supply chain, amounting to more than 20,000 farms and facilities across the U.S. and Canada. This figure underscores the complexity of our supply chain and the importance of continuing to engage and build relationships with our direct and indirect suppliers who can help us effect change and overcome barriers to progress.

In addition to achieving a better understanding of the breadth of our supply chain, we also identified best practices, trends and opportunities in key areas through our ACSP evaluations. A few examples include:

- **Animal management programs:** Certain suppliers have implemented advanced animal management programs to provide oversight and technical expertise for their vast networks of farms and facilities. Many leverage technology for virtual trainings and to verify policy compliance, and invest in in-house PAACO-certified auditors to build expertise and reinforce best practices.
- **Animal health:** Several chicken and egg suppliers have adopted innovative practices, such as using feed additives and probiotics to proactively improve animal health and reduce the need for antibiotic treatment.
- **Housing:** Egg, chicken and dairy suppliers are testing housing enrichments to better enable animals to express their natural behaviors. Many are working to drive adoption of these practices within their networks.

Looking ahead, we plan to continue engaging with suppliers on continuous improvement efforts, including through the ACSP, and by leveraging Wendy's Animal Welfare Council for ongoing guidance and support.

Reducing antibiotics

GOAL

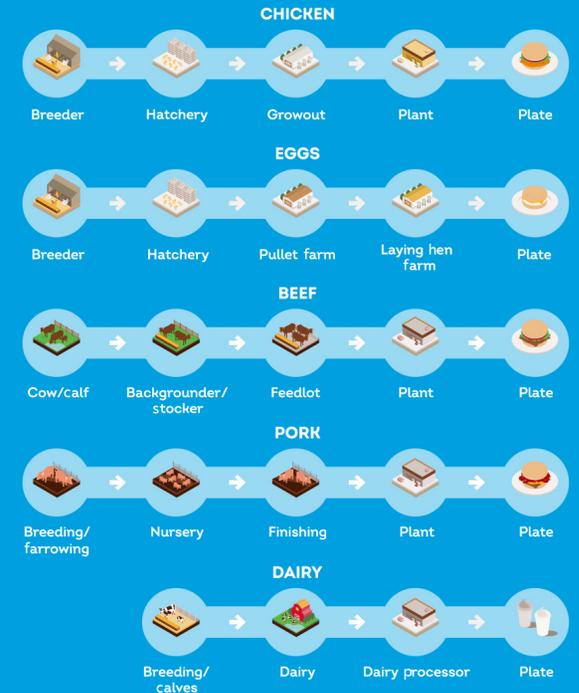
By the end of 2020, source 100% of our U.S. and Canadian beef, chicken and pork from suppliers that prohibit the routine use of medically important antibiotics.

Our work through the ACSP has helped increase our supply chain visibility and opened the door to building new relationships with upstream suppliers. However, progress remains challenging in our beef and pork supply chains. Trials are underway through the [International Consortium for Antimicrobial Stewardship in Agriculture](#), but more progress is needed.

In the U.S., we have already achieved our goal to source 100% of our U.S. chicken from suppliers that prohibit the routine use of medically important antibiotics.

20,000+

The number of farms and facilities across Wendy's protein supply chain in the U.S. and Canada identified through the ACSP, spanning:



LEARN MORE →

FOOTPRINT

Delivering more with less environmental impact

AREAS OF FOCUS AND KEY PROGRESS

	Year ³	Status	Progress
Compared to a 2019 base year, reduce:			
→ Absolute Scope 1 and 2 greenhouse gas emissions by 47%	2030		• Absolute Scope 1 and 2 emissions decreased by 37%.
→ Scope 3 greenhouse gas emissions intensity by 55% per franchise restaurant	2030		• Emissions intensity per franchise restaurant decreased by 11%.
→ Scope 3 greenhouse gas emissions intensity by 55% per metric ton of purchased goods	2030		• Emissions intensity per metric ton of goods purchased by increased by 1%.
→ Absolute forest, land and agriculture Scope 3 greenhouse gas emissions by 33.3%	2030		• Absolute forest, land and agriculture emissions decreased by 6%.
No deforestation across our primary commodities most at risk of deforestation	2025		• For the first time, we sourced 100% of our global palm oil sustainably, aligned to RSPO standards.
Through the U.S. Department of Energy's Better Buildings® Challenge, reduce energy consumption in Company-operated restaurants by 20% per transaction, from a 2012 baseline	2025		• Source energy per square foot decreased by 18% across the RSC and Company-operated restaurants reporting 2024 data; the number of franchise restaurants reporting WEC data increased by 54% year-over-year.
Sustainably source 100% of our customer-facing packaging in the U.S. and Canada	2026		• Across the U.S. and Canada, we completed our rollout of fry cartons and chili cups aligned to SFI's "certified sourcing" standard. This helped increase the percentage of our customer-facing packaging that is sustainably sourced to 76%.

on track needs attention new

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Material Issues

Climate risk
 GHG emissions
 Energy consumption
 Deforestation

Water risk
 Sustainable packaging
 Recycling
 Food waste

Sustainable Development Goals



³ To be completed by the end of the stated year.

CLIMATE AND ENERGY

Wendy's embraces our role and responsibility in mitigating our climate impact. To meaningfully reduce Company and value chain emissions, Wendy's has committed to significant cuts in emissions.

Reducing greenhouse gas emissions

GOAL

By 2030, reduce from our 2019 baseline

- Absolute Scope 1 and 2 greenhouse gas (GHG) emissions by **47%**
- Scope 3 GHG emissions intensity by **55%** per franchise restaurant⁴
- Scope 3 GHG emissions intensity by **55%** per metric ton of purchased goods⁴
- Absolute forest, land and agriculture (FLAG) Scope 3 GHG emissions by **33.3%**⁵

No deforestation across our **primary commodities** most at risk of deforestation by 2025.

In 2024, Wendy's updated our near-term Scope 3 science-based emissions reduction targets. This included adding a forest, land and agriculture (FLAG) target. The Science-Based Targets initiative (SBTi) validated all goal changes.⁶ Wendy's Scope 1 and 2 science-based target aims to reduce emissions within Company operations at a pace consistent with keeping warming below 1.5°C, in line with the guidelines and recommendations set by the Intergovernmental Panel on Climate Change (IPCC). Our Scope 3 targets are aligned to SBTi's well below 2°C criteria.⁷

This year, Wendy's reduced Scope 1 and 2 emissions by 37% compared to our 2019 base year. As for Scope 3, franchisee emissions per restaurant decreased by 11%; emissions from purchased goods and services⁸ increased by 1% per metric ton of goods purchased; and forest, land and agriculture emissions decreased by 6%, all from our 2019 baseline.

Energy efficiency projects through Wendy's Energy Challenge and expanding our procurement of renewable energy contributed to decreases in operational and franchisee emissions. Additional insights into how we plan to achieve our climate goals are included on the following pages.

For more detailed information on our emissions and energy data, as well as climate strategy and actions, please refer to our [2024 CDP Corporate Questionnaire](#).

LEARN MORE →

Addressing climate risk

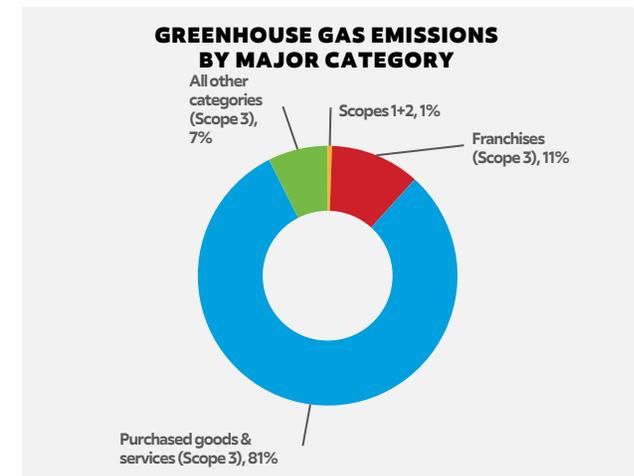
Through our efforts to manage our GHG emissions, we seek to mitigate business risk by supporting business continuity. Climate change poses a threat to the availability of the ingredients we source and use within our restaurants. We continue to look at sourcing areas and availability, and manage for physical and transition risks.

As part of our enterprise risk management process, we are currently conducting a climate risk assessment, which will include a scenario analysis. We will disclose findings from this assessment in our future climate reporting.

Our footprint

Scope 1 and 2 emissions: Emissions from Wendy's operations, associated with our Company-operated restaurants and Restaurant Support Center (RSC)

Scope 3 emissions: Emissions from Wendy's franchise-operated restaurants and our supply chain



⁴ In 2024, Wendy's updated our Scope 3 emissions goals for franchise restaurants and purchased goods and services to target a 55% reduction compared to a 47% reduction previously.

⁵ Target includes FLAG emissions and removals.

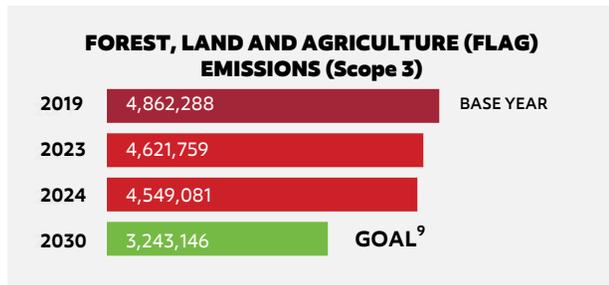
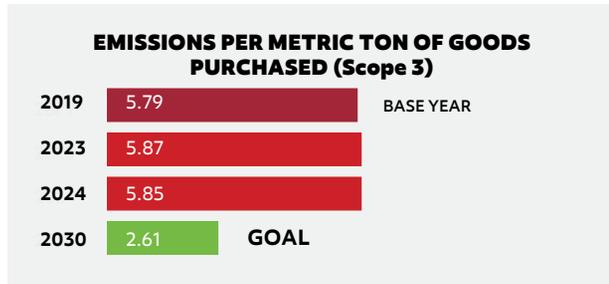
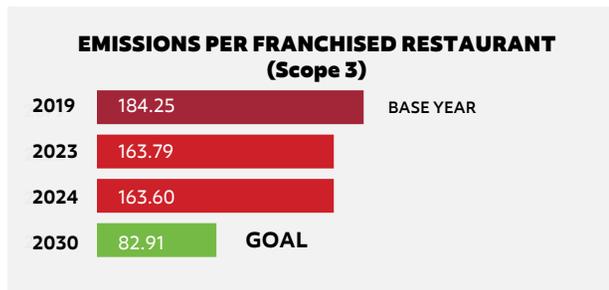
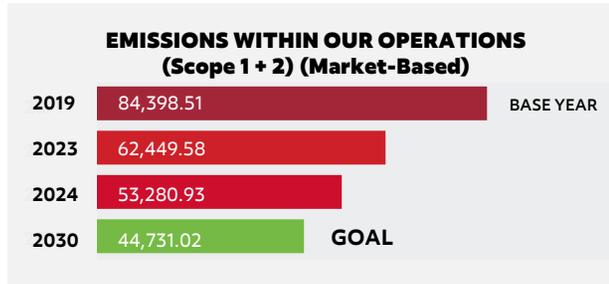
⁶ Our science-based target covers all Scope 1 and 2 emissions in The Wendy's Company's GHG inventory and was developed in line with the GHG Protocol Corporate Standard. The Scope 3 targets include Category 1: Purchased Goods & Services and Category 14: Franchises, which comprise approximately 95% of Wendy's Scope 3 emissions. FLAG target is based on a 67% Scope 3 boundary rather than a 100% boundary.

⁷ Scope 1 emissions are defined as direct Company GHG emissions, including natural gas, propane, mobile and stationary fuels and refrigerants; Scope 2 as indirect emissions derived from energy sources (electricity, steam, heat and cooling); and Scope 3 as all indirect upstream and downstream emissions that occur in the value chain, including franchised operations.

⁸ Purchased goods and services emissions reporting includes estimates for restaurants outside of the U.S. and Canada, which represents ~6% of our global Category 1 emissions.

Greenhouse gas (GHG) emissions

Metric tons carbon dioxide equivalent (MTCO₂e)



Reducing energy consumption and emissions in our restaurants

Wendy's Energy Challenge program highlights

18%

reduction in energy use intensity

per square foot¹⁰ across the RSC and the 370 Company-operated restaurants reporting 2024 data

We are on track to achieve our U.S. Department of Energy's Better Buildings® Challenge goal to reduce energy per square foot by 20% by the end of 2025.

~\$7.5

million saved in utility costs across the ~1,750 restaurants¹¹ that reduced average site energy use intensity per square foot by 11% in 2023, from their baseline¹²

~3,600

franchised restaurants

enrolled (68 franchisees)

Reporting data in the last cycle¹²:

- 56 franchisees (up from 37, a 51% year-over-year increase)
- 2,534 franchised restaurants (up from 1,644, a 54% year-over-year increase)

Other highlights include:

- Extended entry¹³ to restaurants in the United Kingdom
- Provided participating franchisees with an online monitoring platform that allows them to view their restaurants' energy use, helping to reduce costs

2024 Wendy's Energy Challenge Award recipients

Carlisle, LLC	Eastbay Equities, Inc.
Wendium of Florida	Legacy CP Maine, LLC
Delight Restaurant Group	Vestco, Inc.
Hamra Enterprises	WenCo Restaurant Group
Wen-Gap, LLC	Wenesco Restaurant Systems, LLC
Associated Restaurant Ventures	

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⁹ FLAG target is an absolute target based on a 67% boundary rather than a 100% boundary.

¹⁰ From a 2013 base year

¹¹ With a baseline year before 2023.

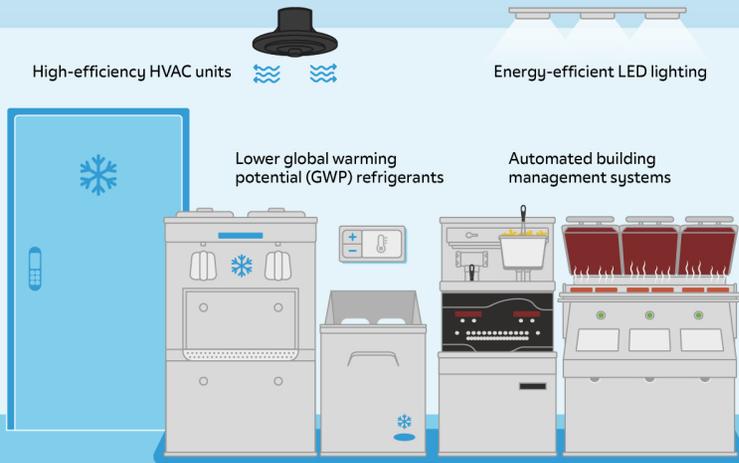
¹² Annual calendar year utility data collection for the Wendy's Energy Challenge (WEC) is not on the same schedule as the annual emissions inventory for reporting. Franchisees reporting data in the last cycle (2024) received WEC benchmarking reports on 2023 data. This does not include the restaurants that joined WEC in 2024.

¹³ Previously only available to restaurants in the U.S. and Canada

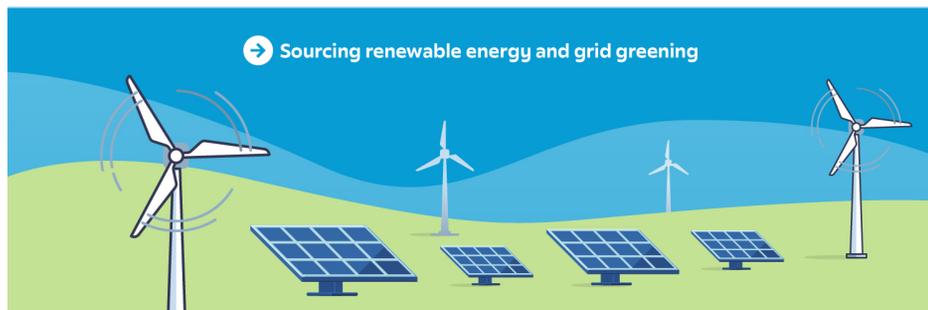
OUR RESTAURANT CLIMATE ACTION PLAN

The following two actions will contribute to reducing Scope 1 and 2 GHG emissions in our Company-operated restaurants and Scope 3 emissions in our franchised restaurants.

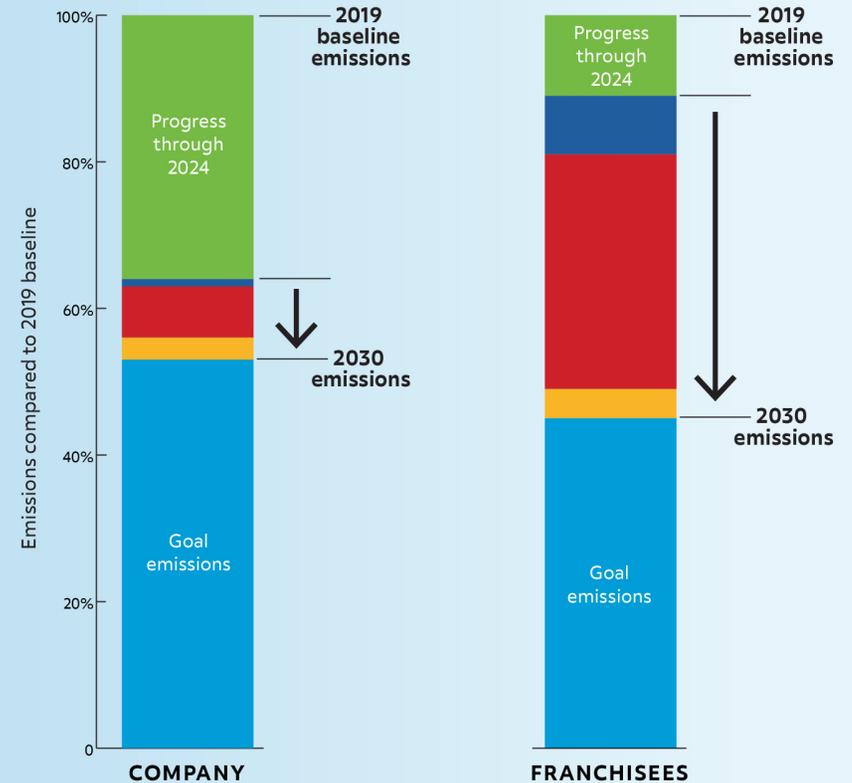
➔ **Increasing energy efficiency through operational improvements and by procuring more efficient equipment**



➔ **Sourcing renewable energy and grid greening**



CHARTING OUR PATH TO REDUCE RESTAURANT EMISSIONS*



Prospective emissions reduction pathways:

- Energy efficiency and green building
- Grid greening
- Renewable energy

*Company emissions include emissions from Company-operated restaurants and the RSC. Franchisee emissions include Wendy's restaurants only and do not include emissions from franchisee operations..

Addressing emissions across our supply chain (Scope 3)

Through our efforts to evolve alongside the industry, we recently updated our [science-based targets](#) focused on supply chain (Scope 3) emissions reductions to incorporate a new [forest, land and agriculture \(FLAG\)](#) target, which is now industry standard for companies in land-intensive sectors. Wendy's goal is to reduce absolute forest, land and agriculture emissions by 33.3% by 2030 from a 2019 base year, across both FLAG emissions and removals.

For more information and updates on our progress, please visit our sections on [Responsible Sourcing](#), [Nature](#) and [Packaging & Waste](#).

Our plans to achieve our sourcing emissions goals

We know our 2030 goals are ambitious and achieving them will be challenging due to the complex nature of our supply chain, as Wendy's is far removed from where the majority of emissions are generated within our supply chain and where

actions need to occur. Our ability to achieve our targets is contingent on larger industry partnership and progress, constantly evolving technologies and industry standards, and broader alignment on measurement and traceability.

As we work to reduce sourcing emissions, we plan to focus our action on the following ingredient categories which we have identified as emissions "hot spots" within our supply chain:

-  Beef
-  Chicken
-  Dairy
-  Oils and dressings

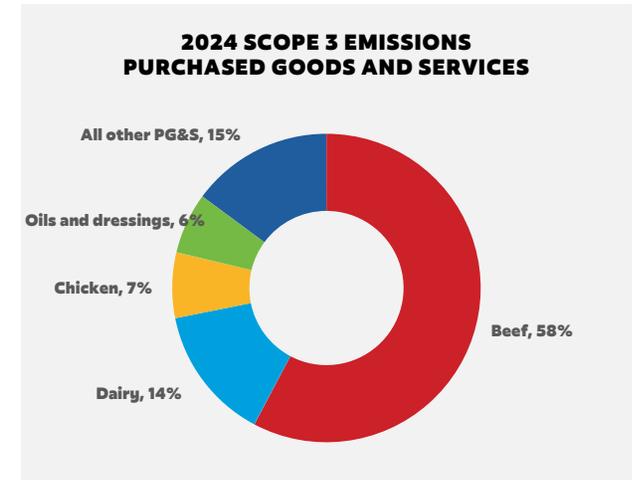
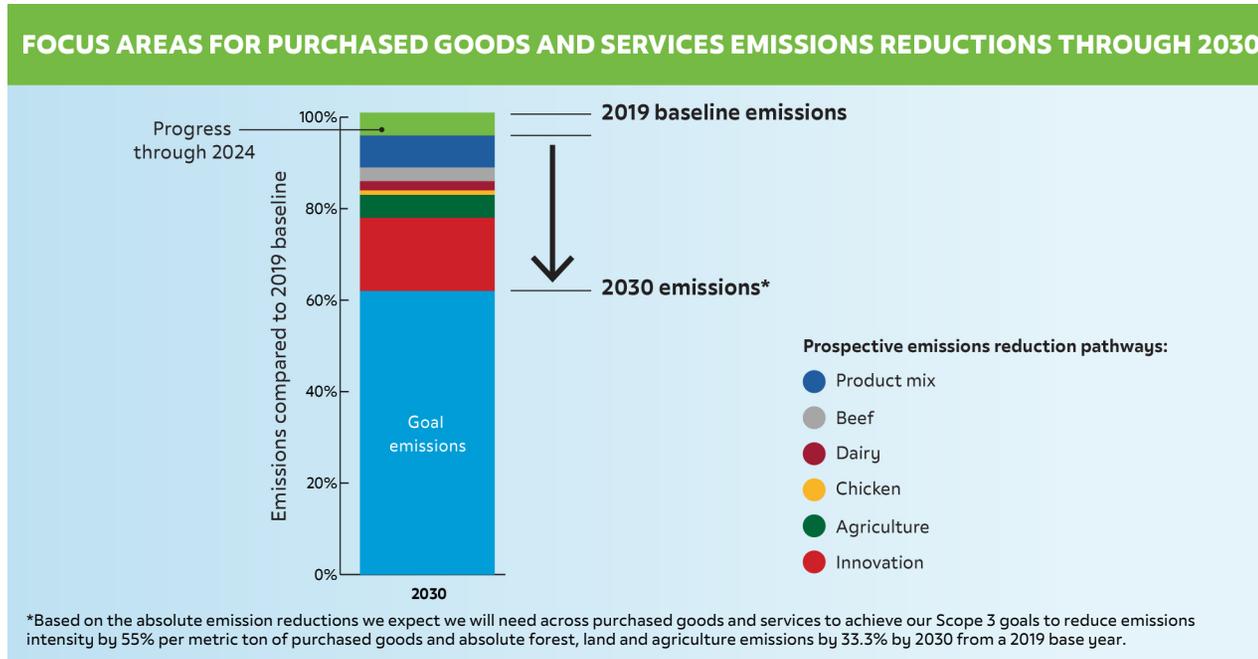
These four categories also align to our [deforestation action plan](#), with the exception of fiber-based paper packaging, which is part of our deforestation action plan but has a lower emissions footprint by comparison.

Partnership and collaboration — within our full supply chain and across our broader industry — are critical to meeting our commitments and solving shared challenges. We are looking to engage our supply chain across our emissions "hot spots" by:

- co-developing new projects
- developing and/or procuring insets traceable in our supply chain
- supporting supplier and direct-to-producer programs

Through these collaborations, we hope to support our suppliers in producing and scaling lower emissions products that we can source for our restaurants, invest in co-developed projects with potential for emissions reductions across the industry and advance progress toward our no deforestation goal. We also plan to partner across the industry to identify and pilot lower emissions products, and accelerate better tracking and accounting of emissions reductions and removals.

Visit [Responsible Sourcing](#) and [Nature](#) for more information on our supplier and industry engagements.



PATHWAYS TO REDUCE SUPPLY CHAIN EMISSIONS ON-FARM AND BEYOND

Regenerative agriculture: Encourage adoption of farming practices that improve soil health, water and biodiversity for ingredient and feed production for our protein supply chain, as well as oils and dressings, and grazing practices for beef



Processing, logistics and packaging optimization: Reduce distance traveled, storage and refrigeration and sustainably source packaging to reduce emissions across all supply chains



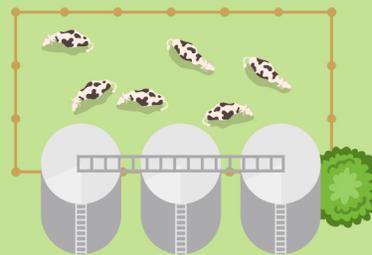
Manure management: Reduce emissions through on-farm interventions or by using digesters to convert manure into biogas, primarily benefiting protein supply chains



Enteric methane: Explore implementation of feed additives and other mechanisms to improve feed efficiency and reduce methane emissions in beef and dairy supply chains



No deforestation: Aim to prevent forest loss from related agricultural or other supply chain activities through our supply chain goal, which encompasses our four commodities most at risk for deforestation - beef, soy, palm oil and fiber-based packaging

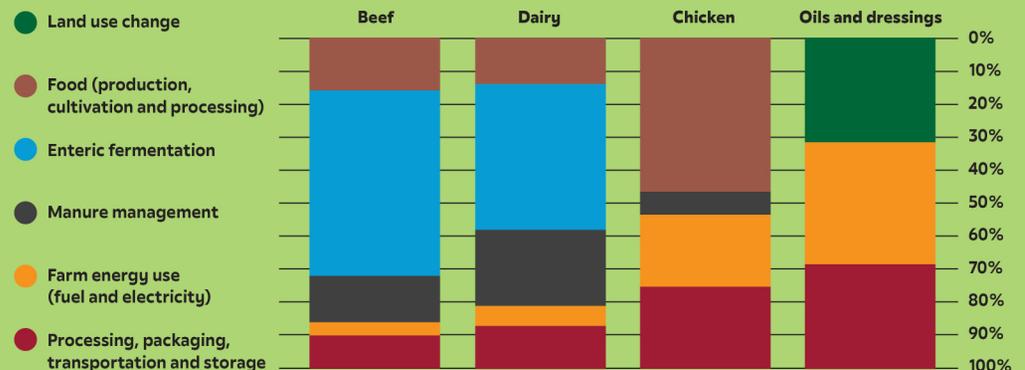


Energy transition: Promote energy efficiency initiatives by improving purchasing, operations and design, and procurement of renewable energy across all our supply chains

The graphs to the right show how emissions are generated* across each of the four emissions "hot spots" we have identified within our supply chain. These findings have informed the pathways we will be taking to advance progress on our Scope 3 emissions reduction goals.

*Emissions are generated along every step of the supply chain, such as growing and harvesting raw materials, processing and transportation. Wendy's captures both spend and volume of all of the goods we purchase. We then apply a cradle-to-gate emissions factor to convert that spend or volume into emissions. Sources of emissions factors vary based on the kind of product and are either a published industry factor or a supplier-specific factor. More details can be found in our CDP Corporate Disclosure.

HOT SPOT AVERAGE LIFECYCLE EMISSIONS SOURCES



NATURE

We recognize that commodity production plays a significant role in deforestation and land conversion. This can be particularly harmful to tropical rainforests and ecosystems that capture carbon emissions and are home to much of the world's biodiversity. Clearing forests to make way for grazing animals or growing crops can result in negative environmental impacts, including releasing carbon from the ground, which contributes to climate change, and disrupting biodiversity.

Wendy's forests roadmap:

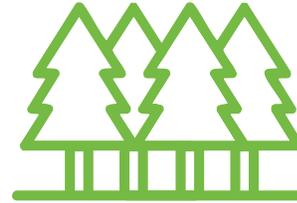
- ✓ Conduct deforestation risk assessment
- ✓ Develop commodity-specific action plans to address deforestation risk by the target
- ✓ Submit forest, land and agriculture (FLAG) target to SBTi for review and approval
- ✓ Continue to engage suppliers to implement commodity-specific action plans

GOAL

No deforestation across our primary commodities most at risk of deforestation by the end of 2025.

Working toward no deforestation

Wendy's set a goal of no deforestation across our primary commodities most at risk of deforestation, which we identified as beef, fiber associated with paper packaging, palm oil and soy through our deforestation risk assessment.



As part of our responsible sourcing plan, we aim to manage and confirm certification for palm oil and fiber packaging. We are working on a process for gathering more traceability data and credentials related to no deforestation, particularly when certifications are not available. In addition to addressing our deforestation risks, this work will also contribute toward our [FLAG Scope 3 emissions target](#).

Managing water consumption in our supply chains



This year, we completed an assessment of our direct (Tier I) beef suppliers to better understand their water risk in their operations, using water risk tools at processing facilities. As a result, we have achieved USRSB's 2025 direct supplier [water tracing goal](#).

As part of Wendy's [responsible sourcing program](#), we ask suppliers to take action and provide insights on their water use. Our efforts to improve soil health through supply chain collaboration may also help reduce water consumption and improve water quality within our supply chains.

In 2024, Wendy's submitted forests and water security disclosures to CDP for the first time, in addition to CDP climate disclosures submitted since 2021. Learn more in our [CDP response](#), [Responsible Sourcing](#) and [Climate & Energy](#).



BEEF

We engage with [U.S. Roundtable for Sustainable Beef \(USRSB\)](#) and work toward its [sector-level targets](#) for land resources. We also collaborate through [Canadian Roundtable for Sustainable Beef \(CSRB\)](#), which, in 2024, published an updated [life cycle assessment](#) of the environmental sustainability of beef production in Canada. Wendy's partners with both organizations to encourage grazing management.

This year, we also began integrating our international supply chain team into Wendy's Quality Supply Chain Co-op (QSCC), enabling more global conversations with suppliers and supporting local information gathering.



SOY

Upon completing our risk assessment, we learned that our actual risk tied to soy is relatively low based on where we source soy directly, how and where we source our proteins, and where those proteins are utilizing soy within feed.



PALM OIL

As we execute on our palm oil action plan, we are working to [certify](#) more palm oil within our supply chain through the [Roundtable on Sustainable Palm Oil \(RSPO\)](#). For the first time, in 2024, Wendy's sourced 100% of our global palm oil sustainably, utilizing RSPO Mass Balance (30%) and [palm trace credits](#) (70%). We aim to increase the percentage of palm oil in our supply chain that is certified Mass Balance.



FIBER PACKAGING

Through our fiber risk assessment, we found this commodity to be higher risk as a result of limited traceability to origin. We have begun to address this through transitioning our sourcing of fiber-based packaging to certified sustainable options, such as [Forest Stewardship Council \(FSC\)](#) and [Sustainable Forestry Initiative \(SFI\)](#). See [Packaging & Waste](#) for specific examples.

For items in the U.S. and Canada that are part of our sustainable packaging goal, we will continue to transition to certified sustainable products, and globally, document alignment with our no deforestation goal.

PACKAGING AND WASTE

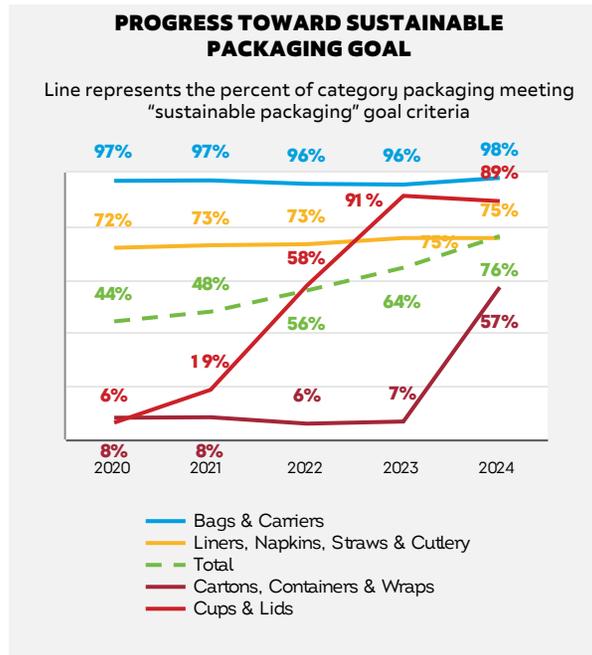
Wendy's industry collaborations are crucial to identifying opportunities to transition our customer-facing restaurant packaging¹⁴ to more sustainable alternatives and formulating category-specific improvement plans. When we evaluate new packaging options, we look for ways to balance the sustainability attributes we seek with materials and formats that meet the performance needs of their contents and our customers. To validate the sustainable sourcing of our packaging materials, we work with recognized [third-party certification groups](#).

GOAL

Sustainably source 100% of our customer-facing packaging in the U.S. and Canada by 2026

Sustainable packaging goal criteria:

- ✓ Has higher recycled content
- ✓ Uses fewer raw materials
- ✓ Adheres to a restricted substance list
- ✓ Is recyclable, compostable or reusable
- ✓ Is sourced from areas that do not contribute to deforestation



76%

Through the below and other efforts, we increased the percentage of packaging aligned to our sustainable packaging goal from 64% in 2023 to 76% in 2024.

Fiber-based packaging



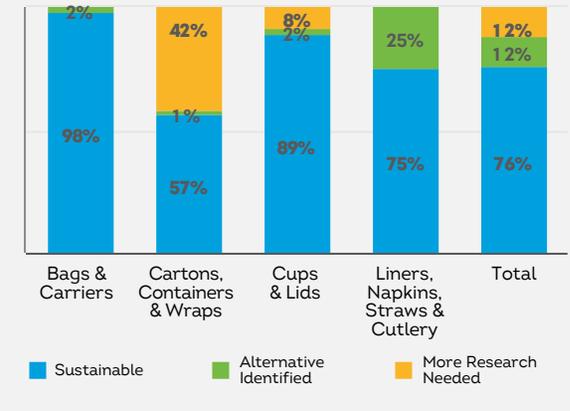
- Completed rollout of **fry cartons** and **chili cups** aligned to [SFI's "certified sourcing" standard](#) and featuring the SFI label in the U.S. and Canada.
- Shifted **bakery bag** and **cup carrier** to a supplier that is SFI certified.

Strawless lids



Transitioned to a lid that doesn't require a straw¹⁵ in Canada. We will be incorporating recycled content into the lid, which customers can recycle in select municipalities.

STATUS ACROSS CUSTOMER-FACING PACKAGING CATEGORIES



Packaging recovery

We continue to be a partner in the [NextGen Consortium](#), a multi-year industry collaboration managed by Closed Loop Partners' Center for the Circular Economy. The Consortium addresses single-use foodservice packaging waste by advancing the design, commercialization and recovery of packaging alternatives to improve both the recyclability of packaging and the necessary processing infrastructure.

[LEARN MORE](#) →

Food waste

This year, we made improvements in estimating our total waste and measuring total diversion, overcoming challenges in collecting waste data. This will enable Wendy's to track progress against our goal to [reduce food loss and waste by 50% by 2030 in U.S. operations](#) going forward.

Through a new [partnership with Palantir](#), QSCC is reducing food waste by improving inventory efficiency. This collaboration allows Wendy's to leverage AI to forecast how much product we should order based on sales trends at an individual restaurant level. Avoiding overstocking helps us to both cut back on waste and save money.

¹⁴ Unless otherwise noted, statements about packaging refer to brand-standard customer-facing packaging available in Wendy's restaurants in the U.S. and Canada.
¹⁵ Paper straws are still available upon request.

PEOPLE

Fostering inclusive cultures in our workplaces and communities

AREAS OF FOCUS AND KEY INITIATIVES

	Year ¹⁶ 2025	Status	Initiatives
<p>Increase the representation of underrepresented populations among our Company's leadership and management, as well as the diversity of our franchisees</p> <ul style="list-style-type: none"> → 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 			<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

 on track

In this section

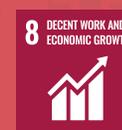
Workplace p. 20
Community p. 24

Material Issues

Employee recruitment & retention
Inclusive culture
Franchise health & engagement

Fair labor practices & human rights
People & community

Sustainable Development Goals



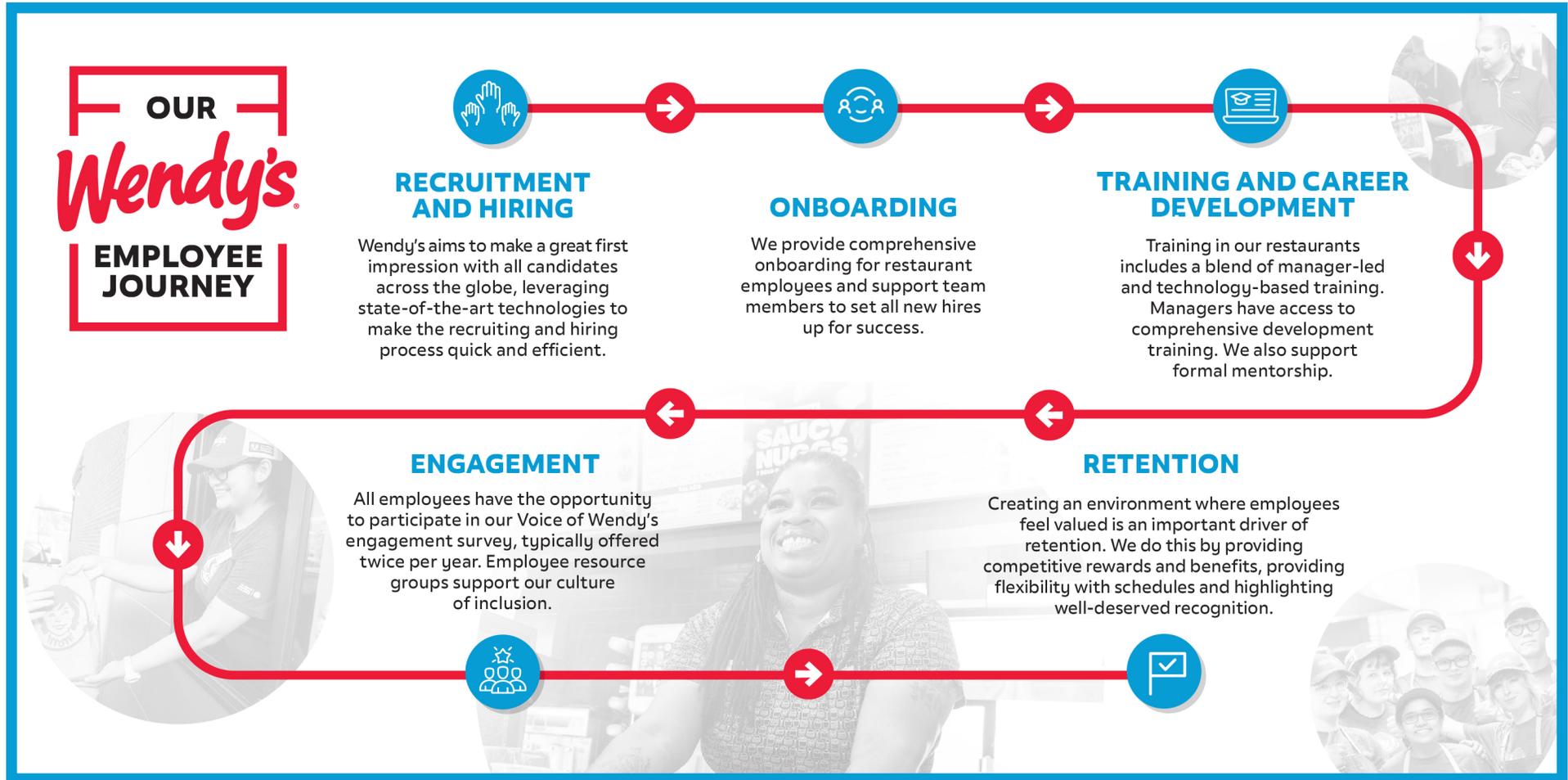
¹⁶ To be completed by the end of the year.

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.

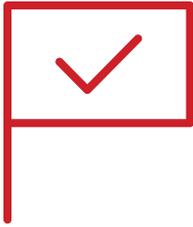
[LEARN MORE](#) 

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.

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.

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.



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.

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.

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.

LEARN MORE →

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](#).

LEARN MORE →

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
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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.

APPENDIX

PERFORMANCE SUMMARY

	Areas of Focus	Year ²¹	Status	Progress and Initiatives
FOOD	Responsibly source our top 10 priority food categories in the U.S. and Canada	2030		<ul style="list-style-type: none"> We advanced responsible sourcing efforts, including reaching 19% progress toward our 2030 goal through program implementation progress within our potato supply chain.
	→ Have a comprehensive accounting of animal welfare best practices for beef, pork, chicken, eggs and dairy in the U.S. and Canada through the Wendy's Animal Care Standards Program	2024		<ul style="list-style-type: none"> We achieved our goal of evaluating all our direct protein suppliers across each of these supply chains as well as select upstream suppliers in each area, including a mix of large and small farm operations. This work also expanded our knowledge of the scope of our indirect protein supply chain, which includes more than 20,000 farms and facilities.
	→ Source 100% of our U.S. and Canadian beef, chicken and pork from suppliers that prohibit the routine use of medically important antibiotics	2030		<ul style="list-style-type: none"> While our work through the ACSP has helped increase our supply chain visibility and opened the door to building new relationships with indirect suppliers, progress toward our goal remains challenging in our beef and pork supply chains. We achieved our chicken goal in the U.S. in 2019.
	→ Achieve sector-specific targets through our membership with the U.S. Roundtable for Sustainable Beef	Multiple		<ul style="list-style-type: none"> We completed a water risk assessment of our direct beef suppliers, achieving USRSB's 2025 direct supplier water tracing goal.
FOOTPRINT	Compared to a 2019 base year, reduce:			
	→ Absolute Scope 1 and 2 greenhouse gas emissions by 47%	2030		<ul style="list-style-type: none"> Absolute Scope 1 and 2 emissions decreased by 37%.
	→ Scope 3 greenhouse gas emissions intensity by 55% per franchise restaurant	2030		<ul style="list-style-type: none"> Emissions intensity per franchise restaurant decreased by 11%.
	→ Scope 3 greenhouse gas emissions intensity by 55% per metric ton of purchased goods	2030		<ul style="list-style-type: none"> Emissions intensity per metric ton of goods purchased increased by 1%
	→ Absolute forest, land and agriculture Scope 3 greenhouse gas emissions by 33.3%	2030		<ul style="list-style-type: none"> Absolute forest, land and agriculture emissions decreased by 6%.
	No deforestation across our primary commodities most at risk of deforestation	2025		<ul style="list-style-type: none"> For the first time, we sourced 100% of our global palm oil sustainably, aligned to RSPO standards.
Through the U.S. Department of Energy's Better Buildings® Challenge, reduce energy consumption in Company-operated restaurants by 20% per transaction, from a 2012 baseline	2025		<ul style="list-style-type: none"> Source energy per square foot decreased by 18% across the RSC and Company-operated restaurants reporting 2024 data; the number of franchise restaurants reporting WEC data increased by 54% year-over-year. 	
Sustainably source 100% of our customer-facing packaging in the U.S. and Canada	2026		<ul style="list-style-type: none"> Across the U.S. and Canada, we completed our rollout of fry cartons and chili cups aligned to SFI's "certified sourcing" standard. This helped increase the percentage of our customer-facing packaging that is sustainably sourced to 76%. 	
PEOPLE	Increase the representation of underrepresented populations among our Company's leadership and management, as well as the diversity of our franchisees	2025		<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				

²¹ To be completed by the end of the stated year.



MATERIALITY

Our material issues are those that matter most to our stakeholders and subsequently impact the Company's value drivers, competitive position and long-term value creation, and those that we can most materially have an impact on. The matrix highlights those issues and categorizes them by the impact on our stakeholders and our business, and are organized according to our Good Done Right pillars of Food, Footprint and People.

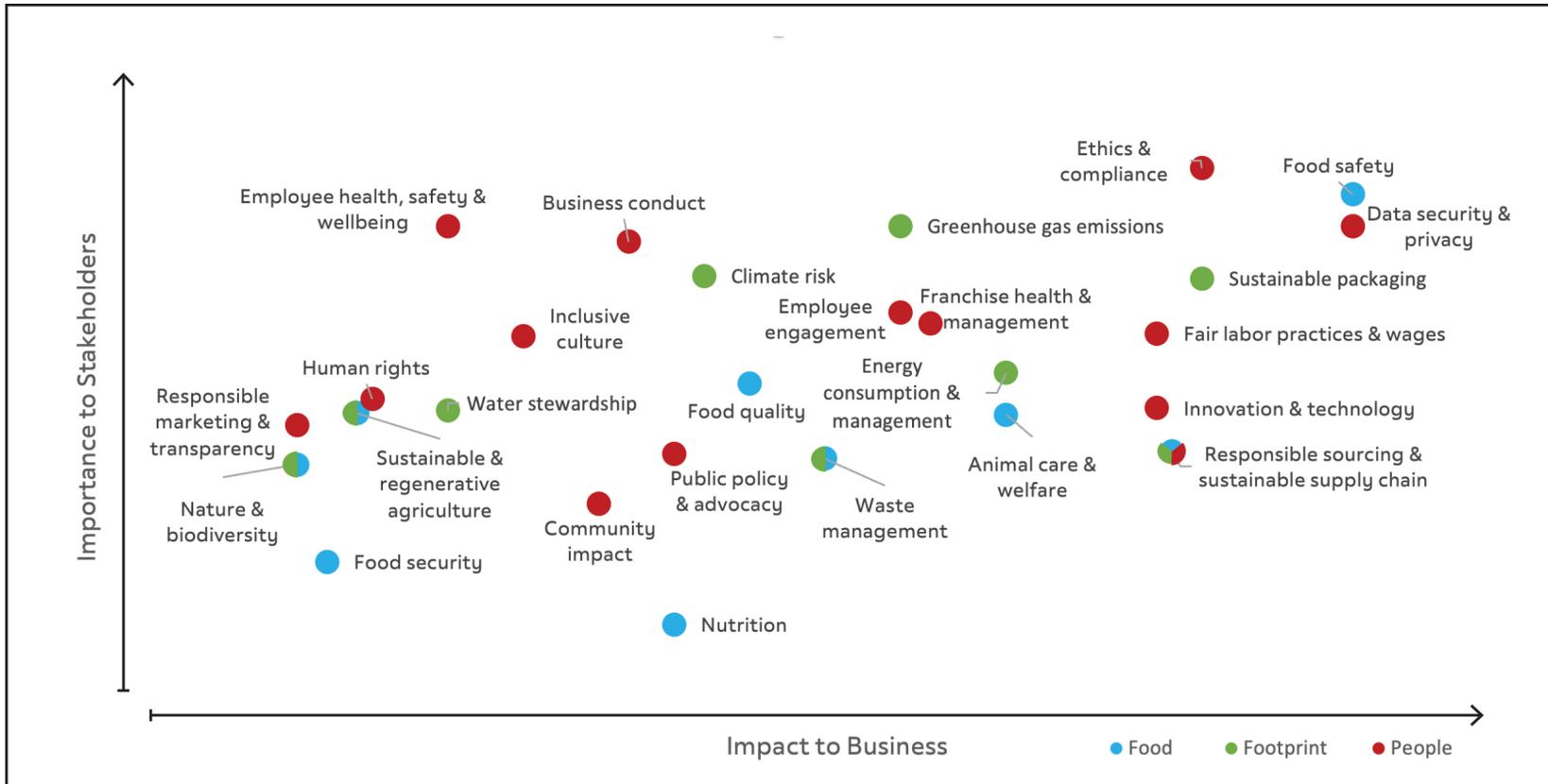
We reassess material issues periodically to help verify that we prioritize the issues that have the greatest impact on the economy, society and the environment, while at the same time are financially material for our business. We completed our most recent update in 2024.

Our materiality process is carried out in phases:

1. Creating a list of potentially relevant material issues
2. Assessing their impact on or importance to stakeholders and our business, including financial impact, to create the materiality matrix
3. Reviewing and validating findings and reporting priority areas

We consulted with, and considered feedback from, representatives from each of our stakeholder groups, including shareholders, customers, employees, franchisees, suppliers, non-governmental organizations and trade associations. We also conducted peer benchmarking to identify industry trends.

Our Enterprise Risk Management (ERM) framework is designed to identify, assess and prioritize strategic, financial and reputational risks that could have a sustained impact on our Company, including many of the issues identified in this matrix. We utilized this process to validate the impact to business findings.



REPORTING AND GOVERNANCE

Reporting

This report provides an overview of The Wendy's Company's actions and progress related to corporate responsibility.

Its content covers activities during the 2024 calendar year unless otherwise noted. Prior to this report, our most recent annual Corporate Responsibility report was published in April 2024 and covered the 2023 calendar year. The material business updates in this report primarily concern Wendy's U.S. and Canadian restaurants, which constitute nearly 88% of our restaurant footprint, unless otherwise indicated. Where this report mentions Wendy's as an employer, the reference is to The Wendy's Company and employees in our Company-operated restaurants, field support roles and corporate staff.

Wendy's recognizes leading reporting standards such as the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) and United Nations Sustainable Development Goals (SDGs), and we strive to embed their principles and frameworks throughout our work and our reports. The reporting indices included at the end of this report reflect our disclosures against those standards. We also participate in voluntary disclosures, such as [CDP Corporate Questionnaire](#), and the Roundtable on Sustainable Palm Oil (RSPO) Annual Communication of Progress.

Governance

Our [Board of Directors](#) oversees the Company's corporate governance strategy, policies and programs and monitors emerging best practices in corporate governance. Members of our Board serve on various standing committees, including those with oversight of our ESG strategy and objectives.

These Board committees include:

- [Audit Committee](#)
- [Compensation and Human Capital Committee](#)
- [Corporate Social Responsibility Committee](#)
- [Nominating and Corporate Governance Committee](#)
- [Technology Committee](#)

Additional information regarding our Board of Directors can be found in [The Wendy's Company's proxy statement](#) for our 2025 annual meeting of stockholders.

Management

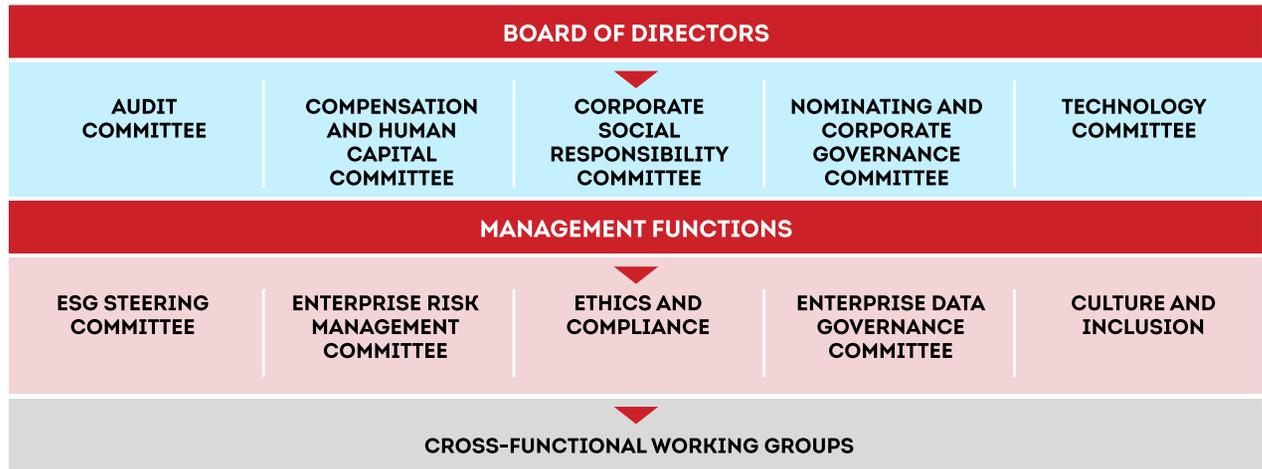
To build a sustainable and resilient supply chain, manage climate risk and support safe and responsible work environments, we implement and follow sound governance and risk management practices.

Wendy's Chief Financial Officer and Chief Corporate Affairs & Sustainability Officer jointly lead our ESG Steering Committee.

The ESG Steering Committee, made up of senior management personnel, is responsible for:

- Identifying and monitoring ESG risks and opportunities
- Setting global ESG strategies
- Overseeing activities and strategic rollouts across the business
- Approving ESG goals, key performance indicators (KPIs) and metrics

Cross-functional working groups support the ESG Steering Committee in shaping and carrying out our global ESG strategy and Good Done Right goals.



STAKEHOLDER ENGAGEMENT

Wendy's strives to connect with a wide variety of internal and external stakeholders so they can provide input on our sustainability strategy and actions. Below, we outline our key stakeholder groups, with examples of how we engage with each group broadly, and specifically with respect to our Good Done Right platform.

Stakeholder groups	Examples of engagement	Topics of interest in this report
COMMUNITIES AND PHILANTHROPIC PARTNERS	<ul style="list-style-type: none"> Dave Thomas Foundation for Adoption (DTFA) Community giving program 	<ul style="list-style-type: none"> Workplace Community
CUSTOMERS	<ul style="list-style-type: none"> Customer care Social media 	<ul style="list-style-type: none"> Food safety Community Packaging and waste Climate and energy
EMPLOYEES	<ul style="list-style-type: none"> Training and development Employee engagement survey Employee resource groups 	<ul style="list-style-type: none"> Workplace Community
FRANCHISEES	<ul style="list-style-type: none"> Direct engagement Franchise convention 	<ul style="list-style-type: none"> Business snapshot Food safety Franchisees Community
INDUSTRY GROUPS AND THIRD-PARTY COUNCILS	<ul style="list-style-type: none"> Annual conferences and roundtables Memberships Strategic partnership 	<ul style="list-style-type: none"> Food safety Workplace Climate and energy Nature Packaging and waste Responsible sourcing
POLICY LEADERS	<ul style="list-style-type: none"> Direct engagement Wendy's Political Action Committee 	<ul style="list-style-type: none"> Workplace Packaging and waste Responsible sourcing Franchisees
STOCKHOLDERS	<ul style="list-style-type: none"> Annual meeting Annual report and proxy statement Direct engagement Earnings/investor calls Investment raters/rankers 	<ul style="list-style-type: none"> Business snapshot Workplace Franchisees Climate and energy Packaging and waste Materiality Reporting and governance
SUPPLIERS	<ul style="list-style-type: none"> Annual supplier awards Supplier audits Procurement Convention Supplier summit 	<ul style="list-style-type: none"> Food safety Responsible sourcing Packaging and waste Climate and energy

Celebrating a supplier who goes above and beyond



Each year, Wendy's Good Done Right Award recognizes a supplier that has stood out in its commitment to enhancing our corporate responsibility pillars of Food, Footprint and People. In 2024, we are proud to recognize Crow Works, our supplier partner for all dining room furniture in our restaurants in the U.S. and Canada. Crow Works is diligent about energy usage in its manufacturing facilities and goes to great lengths to responsibly source raw materials locally. It maintains a Forestry Stewardship Council certification, and its "Tree for Every Tabletop" program supports the planting of one tree for every table sold to customers.

FORWARD-LOOKING STATEMENTS

This report contains certain statements that are not historical facts, including statements regarding the Company's future performance and goals, including across the Food, Footprint and People pillars of our Good Done Right strategy. Those statements, as well as statements preceded by, followed by, or that include the words "will," "may," "believes," "intends," "plans," "expects," "anticipates," or similar expressions constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995 (the "Reform Act"). The forward-looking statements are based on the Company's expectations at the time, speak only as of the dates they are made and are susceptible to a number of risks, uncertainties and other factors that may cause our actual results, performance or achievements to differ materially from those expressed or implied in any forward-looking statement. These factors include, but are not limited to, the factors identified in the "Special Note Regarding Forward-Looking Statements and Projections" and "Risk Factors" sections of our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q and in our other filings with the Securities and Exchange Commission. For all forward-looking statements, the Company claims the protection of the safe harbor for forward-looking statements contained in the Reform Act.



SUSTAINABILITY ACCOUNTING STANDARDS BOARD (SASB) INDEX

SASB is an independent standards setting organization that has been managed by the IFRS Foundation since 2022. SASB standards seek to improve efficiency and consistency in environmental, social and governance reporting of material issues for each sector and has been developed in conjunction with investors. This is a voluntary disclosure framework, and Wendy's continues to choose to report through this framework in our 2024 reporting cycle to maintain consistency in how we communicate progress in a transparent and standardized manner.

Accounting metric	Unit of measure	Code	Response
Energy management			
(1) Total energy consumed ^[21]	Gigajoules (GJ)	FB-RN-130a.1	<p>Recently, Wendy's updated our science-based emissions reduction targets to keep global temperature rises below 1.5°C.</p> <p>Total energy consumed for Company-operated restaurants and offices:</p> <ol style="list-style-type: none"> Total energy consumed: 728,689 GJ Percentage grid electricity: 72% Percentage renewable: 11% <p>Additional information: Energy and emissions data is also available within our Climate and energy section of the report and our CDP Disclosure. Our CDP Climate Change response in 2024 received a score of B.</p> <p>Scope 1 emissions: 14,295.35 tCO2e Scope 2 emissions: 38,985.58 tCO2e Scope 3 emissions: 9,971,867 tCO2e</p> <p>Since our 2019 based year, Wendy's has reduced Scope 1 and 2 emissions by 37%.</p>
(2) Percentage grid electricity	Percentage (%)		
(3) Percentage renewable			
Water management			
(1) Total water withdrawn	Megaliters (ML)	FB-RN-140a.1	<ol style="list-style-type: none"> Total water withdrawn: 633.14 ML % in high water stress markets: 42% % in extremely high water stress markets: 15% Total water consumed: 97.04 ML <p>Additional information: Water data is also available within the Water section of the report and our CDP Disclosure. Our CDP Water Security response in 2024 received a score of B.</p>
(2) Total water consumed ^[22] percentage of each in regions with high or extremely high baseline water stress	Percentage (%)		

Accounting metric	Unit of measure	Code	Response
Food & packaging waste management			
(1) Total amount of waste (2) Percentage food waste, and (3) Percentage diverted	Metric tons (t) Percentage (%)	FB-RN-150a.1	Refer to the Packaging and 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	Metric tons (t)	FB-RN-150a.2	(1) 86,414 metric tons (2) 65% (3) 86%
Food safety			
(1) Percentage of restaurants inspected by a food safety oversight body (2) Percentage receiving critical violations	Percentage (%)	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	Number Metric tons (t)	FB-RN-250a.2	0 recalls were issued in 2024.
Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Number Percentage (%)	FB-RN-250a.3	0 instances of confirmed foodborne illnesses in 2024. Additional information can be found on the CDC's website
Nutritional content			
(1) Percentage of meal options consistent with dietary guidelines and (2) revenue from these options	Percentage (%) Currency	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 dietary guidelines for children and (2) revenue from these options	Percentage (%) Currency	FB-RN-260a.2	Refer to our Nutrition & Allergens webpage for information on our approach to nutritional content.
Percentage of advertising impressions (1) made on children and (2) made on children promoting products that meet dietary guidelines for children	Number Percentage (%)	FB-RN-260a.3	Refer to our Nutrition & Allergens webpage for information on our approach to nutritional content.

Accounting metric	Unit of measure	Code	Response
Labor practices			
(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Rate	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	Currency Percentage (%)	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	Currency	FB-RN-310a.3	Refer to the Workplace section of our report for information on our labor practices.
Supply chain management & food sourcing			
Percentage of food purchased that (1) meets environmental and social sourcing standards, and (2) is certified to third-party environmental or social standards	Percentage (%) by cost	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	Percentage (%) by number Percentage (by weight)	FB-RN-430a.2	(1) 19% of the eggs we purchased for our U.S. restaurants were cage-free; (2) 100% of confirmed pregnant sows in U.S. and Canada supply chain. 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	N/A	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.
Activity metrics			
Number of (1) Company-owned and (2) franchise-operated restaurants	Number	FB-RN-000.A	(1) Company-operated restaurants: 394 (2) Franchise-operated restaurants: 6,846
Number of employees at (1) Company-operated and (2) franchise-operated locations	Number	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 2024. (2) Approximately 230,000 team members work across our franchised locations.

SASB Notes

[21] Total energy consumed includes Diesel – Mobile, Diesel – Stationary, Natural Gas, Propane, Gasoline, Jet Fuel and Electric Power used, converted to gigajoules (GJ).

[22] 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.

GLOBAL REPORTING INITIATIVE (GRI) INDEX

The information presented in this Global Reporting Initiative (GRI) Index is provided with reference to the GRI Universal Standards from the period of January 1, 2024 to December 31, 2024, unless otherwise noted.

Disclosure	Response
GRI 2	
General Disclosures 2021: Organizational Details	
2-1 Organizational details	Form 10-K , Business (p. 6) See Business snapshot
2-2 Entities included in the organization's sustainability reporting	The entities included in the consolidated financial statements of The Wendy's Company are included in sustainability reporting. Additional third-party information, such as operational data for our franchisees and suppliers, is also included. Form 10-K , Business (p. 6-15)
2-3 Reporting period, frequency and contact point	The Wendy's Company reports financial and corporate responsibility performance annually. Fiscal Year ending: December 29, 2024 for all financial performance and metrics reported in the Form 10-K. Calendar Year ending: December 31, 2024 for all other performance metrics. Publication date: April 24, 2025 corporateresponsibility@wendys.com
2-4 Restatements of information	No restatements to historical greenhouse gas (GHG) emissions have been made in the reporting year.
2-5 External assurance	External assurance has not been conducted for any metrics included within this report. However, the information within this report is reviewed internally, by subject matter experts, the legal and audit teams, and the Senior Leadership Team. Additionally, information is shared with the Corporate Social Responsibility Committee of the Board at meetings throughout the year, and with the ESG Steering Committee at the management level.
General Disclosures 2021: Activities & Workers	
2-6 Activities, value chain and other business relationships	Wendy's website Form 10-K , Business (p. 6-15)
2-7 Employees	Form 10-K , Human Capital (p. 12)
2-8 Workers who are not employees	The Wendy's Company work is not substantially performed by workers who are legally recognized as self-employed or who are employees of third parties.
General Disclosures 2021: Governance	
2-9 Governance structure and composition	Wendy's website: Governance DEF 14A Proxy Statement (definitive) , hereinafter referred to as "Proxy", p 4-6 & 13-36 See Reporting and governance
2-10 Nomination and selection of the highest governance body	Proxy , p. 13-24 & 26
2-11 Chair of the highest governance body	Arthur B. Winkleblack, Chairman of the Board Proxy , p. 15 & 26-28
2-12 Role of the highest governance body in overseeing the management of impacts	Proxy , p. 25-36 See Reporting and governance

Disclosure	Response
General Disclosures 2021: Governance	
2-13 Delegation of responsibility for managing impacts	The highest level of direct responsibility for sustainability within The Wendy's Company is the Chief Corporate Affairs and Sustainability Officer (CCASO). This position reports to the Chief Executive Officer and provides updates to the Board of Directors through the Corporate Social Responsibility Committee at least twice annually. The ESG Steering Committee, which guides sustainability strategy, is facilitated by the CCASO and our Chief Financial Officer. See Reporting and governance
2-14 Role of the highest governance body in sustainability reporting	Proxy , p 34-35
2-15 Conflicts of interest	Wendy's Code of Business Conduct and Ethics
2-16 Communication of critical concerns	Proxy , p. 37
2-17 Collective knowledge of the highest governance body	Proxy , p. 14 See Reporting and governance
2-18 Evaluation of the performance of the highest governance body	Proxy , p. 26 See Reporting and governance
2-19 Remuneration policies	Proxy , p. 59-96 See Reporting and governance
2-20 Process to determine remuneration	Proxy , p. 59-96 See Reporting and governance
2-21 Annual total compensation ratio	Proxy , p. 76
General Disclosures 2021: Strategy, Policies & Practice	
2-22 Statement on sustainable development strategy	See A letter from Kirk Tanner
2-23 Policy commitments	Wendy's Code of Business Conduct and Ethics Wendy's Supplier Code of Conduct Wendys.com - What We Value
2-24 Embedding policy commitments	Wendy's Code of Business Conduct and Ethics See Reporting and governance
2-25 Processes to remediate negative impacts	Wendy's Code of Business Conduct and Ethics Wendy's Supplier Code of Conduct
2-26 Mechanisms for seeking advice and raising concerns describe the mechanisms for individuals	Wendy's Code of Business Conduct and Ethics Wendy's Ethics Helpline: 1-800-256-8595
2-27 Compliance with laws and regulations	Form 10-K , Note 20, Guarantees and Other Commitments and Contingencies (p. 99-100)
General Disclosures 2021: Stakeholder Engagement	
2-28 Membership associations	Refer to our Public Affairs statement for more information See Stakeholder engagement
2-29 Approach to stakeholder engagement	See Stakeholder engagement
2-30 Collective bargaining agreements	Wendy's does not have any employees covered by collective bargaining agreements

Disclosure	Response
GRI 3	
General Disclosures 2021: Material Topics	
3-1 Process to determine material topics	See Materiality
3-2 List of material topics	See Materiality
3-3 Management of material topics	See Materiality
GRI 200 ECONOMIC	
201: Economic Performance 2016	
Management of the material topic	Form 10-K , Financial Statements and Supplementary Data (p. 53-62)
201-1 Direct economic value generated and distributed	Form 10-K , Financial Statements and Supplementary Data (p. 54-105) See Business snapshot
	Franchise financial health is reviewed on an annual basis to 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 2023, our U.S. and Canadian franchisee sales grew by approximately 4% and 6%, respectively, and EBITDA dollars grew by approximately 9% and over 25%, respectively.
201-2 Financial implications and other risks and opportunities due to climate change	Form 10-K , Risk Factors (p. 16-28) Refer to 2024 CDP Corporate Disclosure
201-3 Defined benefit plan obligations and other retirement plans	Form 10-K , Retirement Benefit Plan (p. 98)
201-4 Financial assistance received from government	Form 10-K , Income tax statement (p. 87-89)
202: Market Presence 2016	
Management of the material topic	Form 10-K , Human Capital (p. 12-14)
202-1 Ratios of standard entry level wage by gender compared to local minimum wage	See Workplace
202-2 Proportion of senior management hired from the local community	See Workplace
205: Anti-corruption 2016	
Management of the material topic	We operate on a foundation of integrity across our business and expect employees, franchisees and suppliers to adhere to ethical conduct in all they do. Proxy , p. 36 Wendy's Supplier Code of Conduct Wendy's Code of Business Conduct and Ethics
205-2 Communication and training about anti-corruption policies	Wendy's Code of Business Conduct and Ethics (pages 16-18) All employees are trained annually on anti-corruption.

Disclosure	Response
206: Anti-Competitive Behavior 2016	
Management of the material topic	Refer to Wendy's Code of Business Conduct and Ethics
207: Tax Governance, Control & Risk Management 2019	
Management of the material topic	Form 10-K ; Income tax statement (p.87-90) Proxy , p. 29
207-1 Approach to tax	Form 10-K ; Income tax statement (p.87-90) Proxy , p. 29
207-2 Tax governance, control and risk management	Form 10-K ; Income tax statement (p.87-90) Proxy , p. 29
207-3 Stakeholder engagement and management of concerns related to tax	For stakeholder engagement broadly, refer to Proxy , p. 34
207-4 Country-by-country reporting	Form 10-K ; income tax statement (p.87-89)
GRI 300 ENVIRONMENTAL	
301: Materials 2016	
Management of the material topic	See Packaging and waste Refer to 2024 CDP Corporate Disclosures
301-1 Materials used by weight or volume	Wendy's restaurants in the U.S. and Canada utilized 49,729 metric tons of fiber-based consumer-facing packaging (renewable) and 36,685 metric tons of plastic-based consumer-facing packaging (non-renewable) in 2024. Our primary product is food and our packaging is utilized to provide that food to our customers.
301-2 Recycled input materials used	Approximately 78% of consumer-facing packaging, by weight, is recyclable or made of renewable materials.
301-3 Reclaimed products and their packaging materials	None of Wendy's primary products, food, is reclaimed or recycled. We do incorporate reclaimed materials, such as post-consumer recycled content, into our consumer-facing packaging, as noted in 301-2 above.

Disclosure	Response																																								
302: Energy 2016																																									
Management of the material topic	See Climate and energy Refer to 2024 CDP Corporate Disclosure																																								
302-1 Energy consumption within the organization	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #0070C0; color: white;"></th> <th style="background-color: #0070C0; color: white;">Energy consumption from renewable sources</th> <th style="background-color: #0070C0; color: white;">Energy consumption from nonrenewable sources</th> <th style="background-color: #0070C0; color: white;">Total consumption</th> </tr> </thead> <tbody> <tr> <td>Consumption of fuel (MWh)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">56,920.88</td> <td style="text-align: right;">56,920.88</td> </tr> <tr> <td>Consumption of purchased or acquired electricity (MWh)</td> <td style="text-align: right;">21,570.98</td> <td style="text-align: right;">123,921.88</td> <td style="text-align: right;">145,492.86</td> </tr> <tr> <td>Consumption of purchased or acquired heat (MWh)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Consumption of purchased or acquired steam (MWh)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Consumption of purchased or acquired cooling (MWh)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Consumption of self-generated non-fuel renewable energy (MWh)</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Total energy consumption (MWh)</td> <td style="text-align: right;">21,570.98</td> <td style="text-align: right;">180,842.77</td> <td style="text-align: right;">202,413.75</td> </tr> <tr> <td>Total energy consumption (GJ)</td> <td style="text-align: right;">77,655.53</td> <td style="text-align: right;">651,033.37</td> <td style="text-align: right;">728,688.90</td> </tr> <tr> <td>Energy type as a portion of total energy (%)</td> <td style="text-align: right;">11 %</td> <td style="text-align: right;">89 %</td> <td style="text-align: right;">100 %</td> </tr> </tbody> </table>		Energy consumption from renewable sources	Energy consumption from nonrenewable sources	Total consumption	Consumption of fuel (MWh)	0.00	56,920.88	56,920.88	Consumption of purchased or acquired electricity (MWh)	21,570.98	123,921.88	145,492.86	Consumption of purchased or acquired heat (MWh)	0.00	0.00	0.00	Consumption of purchased or acquired steam (MWh)	0.00	0.00	0.00	Consumption of purchased or acquired cooling (MWh)	0.00	0.00	0.00	Consumption of self-generated non-fuel renewable energy (MWh)	0.00	0.00	0.00	Total energy consumption (MWh)	21,570.98	180,842.77	202,413.75	Total energy consumption (GJ)	77,655.53	651,033.37	728,688.90	Energy type as a portion of total energy (%)	11 %	89 %	100 %
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302-2 Energy consumption outside of the organization	See Climate and energy Refer to 2024 CDP Corporate Disclosure																																								
302-3 Energy intensity	Energy use (GJ) in Company-operated restaurants per dollar of revenue is 0.000324																																								
302-4 Reduction of energy consumption	See Climate and energy																																								
302-5 Reductions in energy requirements of products and services	See Climate and energy Refer to 2024 CDP Corporate Disclosure																																								

Disclosure	Response
303: Water 2018	
Management of the material topic	Refer to 2024 CDP Corporate Disclosure
303-1 Interactions with water as a shared resource	Refer to 2024 CDP Corporate Disclosure
303-2 Management of water discharge related impacts	Refer to 2024 CDP Corporate Disclosure
303-3 Water withdrawal	Total water withdrawn in the reporting year from Company-operated restaurants is 633.14 ML; which is from municipal water or third-party systems. In water-stressed areas, as defined by WRI Aqueduct Water Risk Atlas, total water withdrawn in extremely high stress areas is 93.70 ML, and high stress areas is 267.82 ML.
303-4 Water discharge	The total water discharged from Company-operated restaurants and not consumed in selective product preparation is discharged to municipal systems, and for those restaurants with landscaping irrigation, groundwater. Total water consumption in the reporting year is 536.10 ML.
303-5 Water consumption	Total water consumed in the reporting year from Company-operated restaurants, which represents water consumed in selective product preparation, or irrigation water, is 97.04 ML.

305: Emissions 2016	
Management of the material topic	See Climate and energy Refer to 2024 CDP Corporate Disclosure
305-1 Direct (Scope 1) GHG emissions	Total Scope 1 Emissions : 14,295.35 metric tons CO2e For additional information, see Climate and energy and the 2024 CDP Corporate Disclosure for standards, methodologies, assumptions and calculations.
305-2 Energy indirect (Scope 2) GHG emissions	Total Scope 2 Emissions (market based): 38,985.58 metric tons CO2e Total Scope 2 Emissions (location based): 53,822.57 metric tons CO2e For additional information, see Climate and energy and the 2024 CDP Corporate Disclosure for standards, methodologies, assumptions and calculations.
305-3 Other indirect (Scope 3) GHG emissions	Total Scope 3 Emissions: 9,971,867 metric tons CO2e For additional information, see Climate and energy and the 2024 CDP Corporate Disclosure for standards, methodologies, assumptions and calculations.

Scope 3 category	metric tons CO2e
Category 1 - Purchased goods & services	8,106,358
Category 2 - Capital goods	17,547
Category 3 - Fuel & energy related activities	11,371
Category 4 - Upstream transportation & distribution	333,347
Category 5 - Waste generated in operations	7,266
Category 6 - Business travel	2,037
Category 7 - Employee commuting	24,650
Category 9 - Downstream transportation & distribution	170,480
Category 12 - End-of-life treatment of sold products	178,807
Category 14 - Franchisees	1,120,003
All other categories	Not applicable

Disclosure	Response
305: Emissions 2016	
305-4 GHG emissions intensity	Scope 1+Scope 2 (market based) emissions in metric tons / dollar revenue: 0.000024 Scope 3 Purchased goods and services emissions in metric tons / metric ton of purchased goods: 5.85 Scope 3: Franchise emissions in metric tons / franchise restaurant: 163.60 Refer to 2024 CDP Corporate Disclosure for standards, methodologies, assumptions and calculations.
305-5 Reduction of GHG emissions	See Climate and energy
305-6 Emissions of ozone-depleting substances (ODS)	Not material to Wendy's products or services.
305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not material to Wendy's products or services.
306: Waste 2020	
Management of the material topic	See Packaging and waste
306-1 Waste generation and significant waste-related impacts	See Packaging and waste
306-2 Management of significant waste related impacts	See Packaging and waste
306-3 Waste generated	See Packaging and waste
306-4 Waste diverted from disposal	See Packaging and waste
308: Supplier Environmental Assessment 2016	
Management of the material topic	Through our responsible sourcing goal and efforts, we are working to improve the ways we source our ingredients, engage with our suppliers and demonstrate accountability for ethical business practices, sustainability and social responsibility. An important requirement of in-scope suppliers as noted in our Responsible Sourcing Guide is participation in the EcoVadis digital platform, which we use as one method to demonstrate accountability and advancement toward our responsible sourcing goal and better understand supplier performance on key metrics. See Responsible sourcing
308-1 New suppliers that were screened using environmental criteria	We are working to integrate environmental and sustainability criteria into the purchasing process for Wendy's priority food categories and packaging. See Responsible sourcing and Packaging and waste
308-2 Negative environmental impact in the supply chain and actions taken	Refer to 2024 CDP Corporate Disclosure

Disclosure	Response
GRI 400 SOCIAL	
401: Employment 2016	
Management of the material topic	See Workplace
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Refer to Wendy's Benefit Programs
401-3 Parental leave	Refer to Wendy's benefit program offerings> Leave of Absence
402: Labor/Management Relations 2016	
Management of the material topic	Refer to Code of Business Conduct and Ethics See Workplace
402-1 Minimum notice periods regarding operational changes	We comply with applicable national and/or local requirements for minimum notice periods regarding significant operational changes. We require our franchisee to fully comply with applicable national and/or local laws as well.
403: Occupational Health & Safety 2018	
Management of the material topic	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. Promoting a culture of people safety is supported through our focus on safety awareness, training and education, responsibility and accountability, and accident and injury prevention. Our environmental, health and safety (EHS) strategy adopts a continuous improvement mindset, leveraging industry data and leadership support to continue to grow the capabilities of our EHS teams and evolve our communication, training and controls with a goal of reinforcing safety habits and promoting a culture of people safety, which in turn helps us to prevent accidents and injuries in our restaurants where possible.
403-1 Occupational health and safety management system	Our EHS teams work closely with our global development team to incorporate people safety into the design of our restaurants. Accident and injury trends are regularly monitored and analyzed to develop market, district and restaurant-specific people safety strategies and action plans, with a goal of driving year-over-year improvements in employee and customer accidents and injuries. People safety performance excellence is celebrated and highlighted across our Company-operated restaurants and restaurant support center, generating a safety-first mindset.
403-2 Hazard identification, risk assessment and incident investigation	Our EHS management systems promote proactive risk identification and mitigation and are influenced by frameworks such as the International Organization for Standardization (ISO 45001:2018), Occupational Safety and Health Administration (OSHA) and American National Standards Institute (ANSI). 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, as a means of shaping our culture, protecting our employees and conveying the priority the Company places on creating and maintaining safe working environments and restaurant experiences for our employees and customers.
403-3 Occupational health services	See Food safety
403-4 Worker participation, consultation and communication on occupational health and safety	Our EHS strategy is embedded in our business operations, and our EHS teams regularly engage with our restaurant support center employees, field-based leaders and restaurant crew members to administer mandatory people safety audits, safety meetings, restaurant inspections and root cause analysis investigations, which are designed to deliver actionable insights to enhance our accident and injury prevention tactics.
403-5 Worker training on occupational health and safety	See Food safety
403-6 Promotion of worker health	We offer several benefits to support the health and well-being of our employees, including our employee assistance program (EAP), available at no cost to Company employees and their household members. We are also proud to offer paid sick time for Company employees at all levels within our restaurants to enable employees to prioritize their health and that of their families.

Disclosure	Response
403: Occupational Health & Safety 2018	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	We are committed to continuing to do our part to support the well-being of each other, our customers and our workplaces. We demonstrate our high standards of quality and cleanliness at our restaurants through processes like reviewing cleaning procedures, maintaining an adequate supply of cleaning products and conducting our annual food safety recertification for our restaurant crew and managers.
403-8 Workers covered by an occupational health and safety management system	All Company-operated restaurants are governed by occupational health & safety and food safety standards. Employees are trained on those standards.
404: Training & Education 2016	
Management of the material topic	
404-1 Average hours of training that the organization's employees have undertaken during the reporting period	Approximately 7 hours of training per employee in Wendy's online WeLearn platform. Does not include additional hands-on training provided to restaurant employees, which varies by role and station.
404-2 Programs for upgrading employee skills and transition assistance programs	To help support Wendy's team members, Wendy's offers robust training in a variety of areas, ranging from teaching the core and limited-time-only menu items to programs focused on leadership and development. Wendy's also offers a variety of resources for Company managers looking to invest in their own personal and professional development.
404-3 Percentage of employees receiving regular performance and career development reviews	All employees are expected to participate in annual performance and career reviews. For Company employees, we leverage annual processes that support performance planning, and professional development planning.
405: Diversity & Equal Opportunity 2016	
Management of the material topic	
405-1 Diversity of governance bodies and employees	We believe our strategic focus on culture and inclusion has helped and will continue to help the Company remain true to our values as well as support our financial performance and global growth strategy. Creating and fostering inclusive work environments allows us to create an engaging and welcoming culture for our employees, which we believe positively affects the quality of products, service and experience we deliver to our customers. We also believe that our Company workforce should be representative of our customer base, in order to best serve them. The Office of Culture and Inclusion remains critical to building upon our culture in partnership with employees from all levels of the organization who offer valuable and differing perspectives. Additionally, senior leadership and the Board of Directors continue to support and guide our advancements across the Company's focus areas. Refer to the Workplace section of our report for information. Proxy , p. 14 See Workplace
405-2 Ratio of basic salary and remuneration of women to men	For our U.S. Company employees at all levels of our restaurant employees (crew to District Manager), the base salary ratio ranges from 1 : 0.98 to 1 : 1.01 (male : female). For our U.S. Company employees that support restaurants, the base salary ratio ranges from 1 : 0.91 to 1 : 1.03 (male : female).
406: Non-discrimination 2016	
Management of the material topic	
Refer to Global Code of Business Conduct and Ethics Refer to Supplier Code of Conduct See Workplace	

Disclosure	Response
407: Freedom of Association & Collective Bargaining 2016	
Management of the material topic	Refer to Global Code of Business Conduct and Ethics Refer to Supplier Code of Conduct See Workplace
408: Child Labor 2016	
Management of the material topic	Refer to our Supplier Code of Conduct webpage
408-1 Operations and suppliers at significant risk for incidents of child labor	Our Supplier Code of Conduct embraces the best practices of our supply chain and outlines the specific expectations and requirements we have of suppliers regarding human rights and labor practices, including voluntary employment and minimum age requirements. The Code requires third-party reviews related to the human rights and labor practices for suppliers of hand-harvested, whole, fresh produce such as tomatoes, lettuce and berries. As a condition of doing business with Wendy's, each of our suppliers is expected to comply with Wendy's approved supplier requirements and all applicable laws, rules and regulations.
409: Forced or Compulsory Labor 2016	
Management of the material topic	Refer to our Supplier Code of Conduct webpage
409-1 Operations and suppliers at significant risk for incidents of forces or compulsory labor	Through our annual enterprise risk management process, we assess human rights risks throughout our value chain. We use this assessment to inform corrective actions and/or updates necessary as new impacts are identified. We have identified that our highest relative inherent risk to human rights exists within our supply chain, primarily among suppliers operating in developing geographies, as well as those within the manufacturing and agricultural industries. We require our suppliers to acknowledge our Supplier Code of Conduct annually.
413: Local Communities 2016	
Management of the material topic	See Community
413-1 Operations with local community engagement, impact assessments and development programs	In 2024, Wendy's donated \$75,000 to 17 organizations in the U.S., Canada and the United Kingdom.
414: Supplier Social Assessment 2016	
Management of the material topic	Through our responsible sourcing goal and efforts, we are working to improve the ways we source our ingredients, engage with our suppliers and demonstrate accountability for ethical business practices, sustainability and social responsibility. An important requirement of in-scope suppliers as noted in our Responsible Sourcing Guide is participation in the EcoVadis digital platform, which we use as one method to demonstrate accountability and advancement toward our responsible sourcing goal and better understand supplier performance on key metrics.
414-1 New suppliers that were screened using social criteria (percentage)	We are working to integrate environmental and sustainability criteria into the purchasing process for Wendy's priority food categories.
414-2 Negative social impacts in the supply chain and actions taken	Refer to 2024 CDP Corporate Disclosure
415: Public Policy 2016	
Management of the material topic	Refer to our Public Affairs statement for more information.
415-1 Political contributions	Refer to our Public Affairs statement for more information.