



2022

CSR

CASTLE SOCIAL
RESPONSIBILITY
REPORT



Anthony Joseph
**CHIEF ADMINISTRATIVE
OFFICER & GENERAL
COUNSEL**

We are fortunate to have three passionate and devoted leaders guiding our Castle Social Responsibility programs in Bozana Byers, Erin Shannon and Shannon Tolliver.

Producing this type of cumulative report of our CSR efforts is important, not only as a tool to reiterate to our team members the impact we're making in each of these areas, but also to highlight the good work that continues to happen with these valuable community partners despite whatever challenges we encounter outside our control. I am proud that Castle Shares, Naturally Focused and Diversity & Inclusion have evolved organically and

authentically into the significant drivers you see today for our business success and team member engagement. They didn't stem from obligation; our CSR commitments are the right thing to do for our family owned business.

If you have questions about our CSR or what it entails, please reach out to **MyVoice@whitecastle.com**.





CASTLE SOCIAL RESPONSIBILITY



Castle Shares

LEAD: Corporate
Relations Manager
Erin Shannon

White Castle Founder E.W. “Billy” Ingram believed in giving back to the communities where he operated what later became known as the invention of the quick service restaurant industry. That mindset, like the recipe for The Original Slider®, has remained consistent since Billy began in 1921. White Castle has been “feeding the souls of our communities and team members” for 101 years thanks to four generations of family ownership,



Retail Sales Team at Freestore Foodbank.

so it's fitting that we have adopted that statement as our purpose for Castle Shares, one of three tenets of our Castle Social Responsibility program.

While Billy's generosity planted the seed for the giving mechanism known today as the Ingram-White Castle Foundation, his son and successor Edgar, along with wife Chlois, imprinted family values as the core of who we are as an organization.

This combination of paying it forward with a heart for hospitality—and each other—have created the legacy of Castle Shares, our corporate community giving and volunteerism initiative. Castle Shares embraces our Moment Motivated core value, challenging team members across our organization to create happiness through a connection White Castle, whether it's our food, our support, our service or our business practices.

2022 PROGRAMMING HIGHLIGHTS

Education



2021 Fall Interns with Internship Committee.

Ingram White Castle Foundation Team Member Scholarship Program

The Ingram-White Castle Foundation established the White Castle Team Member Scholarship in 1989 to provide team members, their spouses and their dependents an opportunity to receive funding for higher education. In 2021, eligibility expanded to include part-time team members. The Foundation has awarded 1,123 scholarships totaling over \$2 million helping, at a 4:1 ratio, team members and their family members reach their educational goals.

Amanda Rush Scholarship

When Columbus General Manager Amanda Rush was tragically killed during an attempted robbery in October 2020, words like “dedicated,” “supportive” and “engaged” were repeatedly used to describe her management style. It was days later that the Amanda Rush Scholarship Fund for Future Leaders was established. Since then, we awarded the first recipient of this annual \$2,500 scholarship in 2021 to a Central Ohio student with a heart for hospitality studying restaurant management at Columbus State Community College. Amanda’s sister serves on the selection committee that awarded the first scholarship, a group which this year hopes to be able to award the financial support in person.

Internship Program

There’s a reason White Castle team members have such long tenures. We’re a Certified™ Great Place to Work®. In 2021 we formalized an internship program attracting the next generation of leaders, both internal and external. We welcomed fifth generation shareholders for an eight-week summer internship to expose them to different parts of the family owned business they may one day help lead. In the fall we welcomed college students for a longer, 13-week internship. The students gained real-life work experience while intern supervisors gained management experience, our Home Office was injected with some youthful energy, and we exceeded our diversity goals with an inaugural class over 50% female and over 50% students of color. Survey responses from our inaugural classes of interns delivered rave reviews about the exposure they gained while onsite. Not only did they learn from assigned tasks, but they helped establish the foundation for an internship program we intend to continue for years to come.



2022 PROGRAMMING HIGHLIGHTS
Giving to our Team Members



In Jesus' Name

Food donation collection boxes at WCD Covington.

Team Member Relief Fund

Supporting our team members has always been an important part of White Castle's culture. This fund benefiting White Castle team members has helped 170 struggling with financial issues since 2018 totaling more than \$206,000. The average amount of support granted is \$1,500. During our 100th birthday, proceeds from a licensing agreement to mint the creation of NFTs (non-fungible tokens) in the world of cryptocurrency also supplemented the Relief Fund, which continues to be managed by The Columbus Foundation.

The Relief Fund accepts third-party donations. Please visit columbusfoundation.org/give-now and search "White Castle Team Member Relief Fund" to contribute.

2022 PROGRAMMING HIGHLIGHTS
Giving to our Communities



Restaurant Operations at St. Louis Food Bank.

**100 HOURS TO
FEED THE SOULS
COMMITTEE**

Erin Shannon
*Program Lead,
Corporate Relations*

Susan Converse
*Internal
Communications*

Mark Liebke
*Manufacturing
Leadership*

Chris Shaffery
Restaurant Operations

Shannon Tolliver
Corporate Support

Nathan Wright
*Learning & Leadership
Development*

Steve Zvonek
Marketing

Volunteerism

100 Hours to Feed the Souls Volunteer Challenge

As part of our 100th birthday celebration, we introduced a volunteer challenge for every Officer, Region and Manufacturing Group to deliver 100 hours each of volunteer service with their teams before the end of the year. This campaign kicked off in June 2021, and we counted more than 4,000 volunteer hours delivered in nearly every city where our facilities exist. From food pantry assistance to playground cleanup and pumpkin carving to furniture building, our White Castle team members experienced a service project like none other in our history. Until now. The 100 Hours to Feed the Souls volunteer challenge was adopted as an annual part of our culture, with the second challenge already in progress.

**100
HOURS**
to feed the souls

2022 PROGRAMMING HIGHLIGHTS

Giving to our Communities



Restaurant Operations Roundup Campaign check presentation in Detroit.

ROUNDUP COMMITTEE

Erin Shannon

*Program Lead,
Corporate Relations*

Chris Shaffery

Restaurant Operations

Susan

Carroll-Boser

Technology

John Miller

Information Systems

Nathan Wright

*Learning & Leadership
Development*

Steve Zvonek

Marketing

Glenn Gamary

Corporate Accounting

Roundup Campaign

Customers can round up their bills to the nearest dollar, with the extra amount going to a charity. In our augural year using this method of fundraising, our roundup program supported 48 nonprofit organizations systemwide, plus a national, month-long Autism Speaks campaign, totaling \$1,787,648.38. That amount includes two two-month charity of choice campaigns, during which our District Supervisors select a local or regional charitable organization to benefit from the roundup funds collected at their locations.



2022 PROGRAMMING HIGHLIGHTS
Giving to our Communities



Executive Council at Mid-Ohio Food Collective.

80%

I feel good
about the
ways we
contribute
to the
community.

2022 Great Place to Work®
Culture Index Survey

Corporate Contributions

In addition to the range of programs and services designed to give back to our Craver communities, White Castle continues to support organizations we identify as corporate partners like the United Way, Cristo Rey Corporate Work Study Program and countless other groups that receive the leadership service of our Officers and Directors, in-kind contributions, general volunteerism or financial support. This support amplifies the hands-on engagement of our leaders with recipient organizations, especially foodservice industry associations active in education and awareness, and extends our Castle Shares purpose statement of feeding the souls of our communities and team members.

Board Contributions

White Castle leaders give their knowledge and experience, as well as extend their connections, to many charitable and community organizations by serving on these Boards of Directors.





Naturally Focused

LEAD: Social Responsibility & Environmental Sustainability
Manager Shannon Tolliver

Continuous Crave is one of our four core company values that represents White Castle's interest in ongoing growth and continuous improvement in all areas of our business. Specific to Naturally Focused, the practices that comprise our sustainability programming, we channel that Continuous Crave to an environmentally sustainable business for our team members, customers and stakeholders through transparency, efficiency and waste reduction. This



environmental conscience continually registers as a key driver of engagement with our team members, but our motivation for making responsible choices with natural resources reaches deeper than employee satisfaction.

Sustainable practices and continuous improvement have been part of our DNA since 1921. Today that means we strive to promote a proactive supply chain

that reflects industry standards, trends and regulations by collaborating with our suppliers to prioritize responsible practices. We seek to increase efficiency of energy and water use through monitoring, analysis and evaluating renewable energy technologies. We strive to move closer to zero waste by continually evaluating our waste diversion options and purchasing decisions.

Naturally Focused



Our Slider Sustainability Team collaborates to identify initiatives that advance White Castle's sustainable practices in ways that matter to our team members, customers and industry.

SLIDER SUSTAINABILITY TEAM

Shannon Tolliver

*Program Lead,
Corporate Support*

Jeff Channell

*Supply Chain
Management*

Marie Cottrell

Marketing

Heather Lucas

Retail Sales

Kelly Merchant

*Technology Shared
Services*

Tony Miranda

Operations Services

Zach Plannick

*Manufacturing
Operations*

Chris Shaffery

Restaurant Operations

Joey Vagnier

Business Intelligence

Anthony Joseph

Executive Sponsor

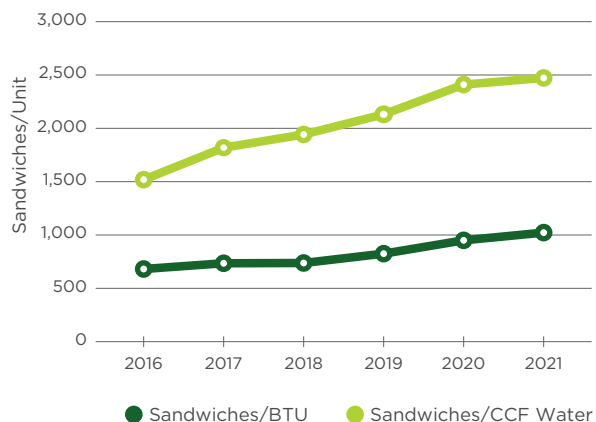


2022 PROGRAMMING HIGHLIGHTS



Sustainability and R&D teams' site visit with egg supplier.

WHITE CASTLE SANDWICHES PRODUCED PER UTILITY



Managing Emissions

The longer we track our greenhouse gas emissions (primarily carbon dioxide) and water and energy use per sandwich, the more we like what we see. Greenhouse gas emissions since we began tracking in 2016 have steadily declined while the number of sandwiches we produce per water and energy use has increased. These efforts aren't accidental. Using LED lighting, installing more energy efficient equipment in our Castles and manufacturing facilities, increasing production at our manufacturing plants and remodeling older buildings to conform with current energy efficient options all play a hand in helping us reduce our emissions.

Sustainability Sourcing Policy

Our sustainable sourcing policy outlines our supplier standards and highlights how we continuously strive to achieve industry best practices for minimizing deforestation, conserving resources, reducing our impact on the environment and assuring the humane treatment and welfare of animals. One aspect of this policy outlines our goal to source cage-free eggs by 2025. We are proud to share that we are outpacing our commitment and will have converted about 80% of our egg supply by the end of 2022.



2022 PROGRAMMING HIGHLIGHTS



Breaking ground for our White Castle Distributing – Vandalia expansion.

Partner Affiliations



Waste Reduction & Package Improvements

We are proactively monitoring conversations about local and state foodservice packaging bans. We will have eliminated all plastic bags in our New Jersey White Castle locations in May in accordance with the statewide ban. We have also implemented pilot programs with corresponding research in our Cincinnati Region to evaluate the impact on customers and team members of eliminating these convenient yet environmentally unfriendly bags.

Seeking Additional LEED Certification

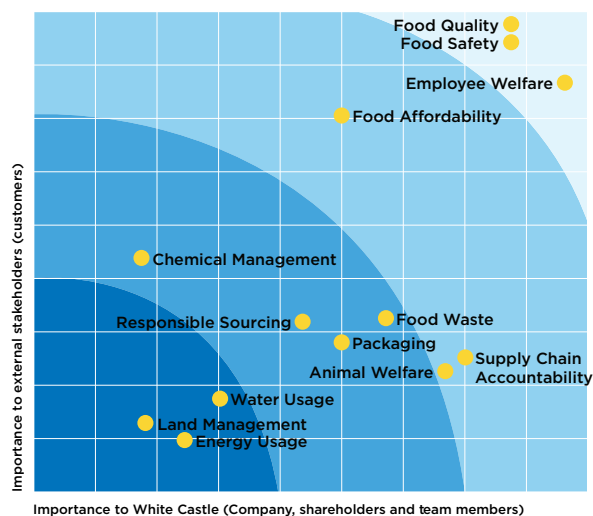
In 2021, we celebrated the groundbreaking for an expansion of our White Castle Distributing manufacturing plant in Vandalia, Ohio, sentimentally dubbed “The House that Bill Built” in honor of third White Castle President & CEO Bill Ingram for his willingness to explore the retail business when it began in 1987. This expansion will consist of two new production lines to support our Retail Division, which achieved record-breaking sales last year. Just like the original plant facility in 2014 (and our Home Office in 2019), we will seek LEED certification for the expansion as well, following stringent building and materials criteria to support that goal.



2022 PROGRAMMING HIGHLIGHTS



Corporate Support contributing to its 100 Hours of Service.



This matrix displays all the environmental sustainability issues and their priority to White Castle customers and team members.

Low Priority

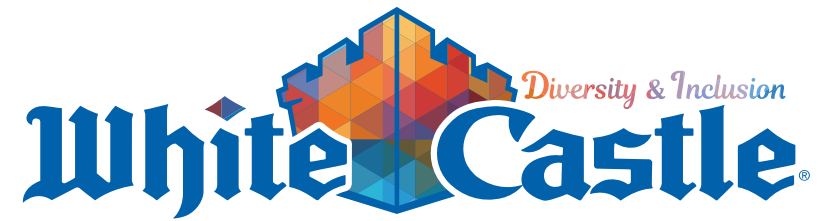
High Priority

Environmental Sustainability Matrix

We have visually identified with this matrix the sustainability issues most important to our team members and customers, by priority according to our values and degree of importance to our business. Responses revealed that food safety, food quality, food affordability and employee welfare are most important to our stakeholders. Above all else, they want an affordable, safe and good-quality product served from a happy team member. Animal welfare, supply chain accountability, responsible sourcing, food waste and packaging comprised the secondary areas of focus. Finally, chemical management, water usage, energy usage and land management were ranked third.

Home Office Initiatives

The majority of our team members are distributed in hundreds of locations around the country, but in Columbus, Ohio, our Home Office employs an onsite, captive audience. Our Home Office Naturally Focused Team communicates new recycling procedures, promotes proper recycling and annually organizes an Earth Day Fair for an interactive, hands-on opportunity to learn about sustainable practices each of us can adopt every day.



Diversity & Inclusion

LEAD: Director, Team Member Services Bozana Byers

Family Inclusive, one of our four core values, reinforces the way White Castle promotes and embraces Diversity & Inclusion in all we do. We have long celebrated a diverse population of team members who reflect the same diversity of those they serve in our global Craver communities, so the creation of our Diversity & Inclusion Committee in 2017 was official recognition that what we've achieved organically will only intensify with added organizational support, structure and visibility. Part of our

formalized efforts includes increasing equitable opportunities for all team members, customers and suppliers to engage with White Castle, whether that's by leveraging a workforce representative of Craver generations everywhere, selecting and working with partners that value diversity in the same way we do, communicating our progress to our team and our customers and, of course, celebrating our many Memorable Moments of success.

2022
PROGRAMMING
HIGHLIGHTS



Home Office team.

90%

People here are
treated fairly
regardless of their
sexual orientation.

2022 Great Place to Work®
Culture Index Survey



CEO Action for Diversity

CEO Action for Diversity & Inclusion is the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. This commitment is driven by a realization that addressing diversity and inclusion is not a competitive issue, but a societal issue. Recognizing that change starts at the executive level, nearly 2,000 CEOs of the world's leading companies and business organizations — including White Castle CEO Lisa Ingram — have signed on to leverage their individual and collective voices to build a more diverse and inclusive workplace.

Compensation Study

Compensation Manager Karen Osorio-Sanders leads our annual compensation study to ensure that our policies and procedures prevent disparity in pay based on race, gender, or age. The most recent study evaluated the General Manager, Crew Manager and District Supervisor population for inconsistencies, as well as an overall look at our White Castle Distributing manufacturing plants. The company is committed to continually strengthening and expanding our equitable pay study to support fair compensation practices.

DIVERSITY & INCLUSION COMMITTEE

Bozana Byers
Program Lead,
Team Member Services

Susan Converse
Internal
Communications

Samantha DeMeter
Team Member Services

Anindita Ghosh
Information Systems

Aaron Lahman
Marketing

Wanda Martin-Terry
Learning & Leadership
Development

Chris Shaffery
Restaurant Operations

Tyler Smigelski
Marketing

Marie Tullidge
Real Estate

Nathan Wright
Learning
& Leadership
Development

Anthony Joseph
Executive Sponsor

2022 PROGRAMMING HIGHLIGHTS



*D&I Committee and friends at the
MLK Day of Service Event.*

90%

People here
are treated fairly
regardless
of their race.

2022 Great Place to Work®
Culture Index Survey



Training & Education

White Castle conducted unconscious bias training for about 500 leaders in our Restaurant and Manufacturing Operations team. We attained an incredible 99.3% completion rate on the custom content developed in collaboration with the National Restaurant Association's Multicultural Foodservice & Hospitality Alliance (MFHA).

MLK Day of Service

In-person volunteer activities resumed in January 2022 with White Castle as the presenting sponsor for Central Ohio nonprofit Seeds of Caring's Martin Luther King Jr. Day of Service event. More than 200 kids and 336 total community members visited the Ohio History Connection, which featured multiple stations with activities geared to honoring Dr. King's legacy.

Partner Affiliations



STONEWALL
COLUMBUS



WFF Women's
Foodservice
Forum



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY



Columbus
Urban League



2022 PROGRAMMING HIGHLIGHTS



St. Louis Restaurant Operations at Pride St. Charles.

89%

People here
are treated fairly
regardless
of their gender.

2022 Great Place to Work®
Culture Index Survey

Stonewall Columbus

Stonewall Columbus' annual PRIDE Festival and March serves as the organization's largest annual fundraiser supporting its community programs and annual operations, however pandemic concerns forced its 41st annual parade to go virtual in 2021. While this change of course meant our D&I Committee could not enlist volunteers to help at the two-day event, another opportunity presented itself that we were able to support. Since its 2021 inception, the Stonewall Columbus CARES Fund (Community Action Response Effort & Support) has raised \$50,000 to address concerns for basic needs insecurities relating to food, health and/or wellness within the LGBTQ+ community. For our inaugural sponsorship, White Castle contributed meal cards for Stonewall's Community Meal initiative, alongside partnerships with Kroger for gift cards and wellness bus passes with the Central Ohio Transit Authority.

Hispanic Heritage Celebration

We celebrated September's Hispanic Heritage Month with a four-week online series spanning history; the meanings behind terms spanish, latin and latinx; examples of our own team members' cultural traditions with their families and loved ones; and a spotlight on our third sponsorship of Big Brothers Big Sisters (BBBS) Latino Week Camp. We were unable to participate in person due to pandemic concerns, so we provided the next best thing with boxes of school and craft supplies especially for this week of programming benefiting Hispanic/Latino youth from low-income families.

2022 PROGRAMMING HIGHLIGHTS



One of many Slider celebrations with Veterans Day Cravers in the Castles.

86%

Management supports diversity in the workplace (recognizing and respecting the value of human differences).

2022 Great Place to Work®
Culture Index Survey

Home Office Events

While our restaurants photographed local veterans taking advantage of the free combo offer in their neighborhoods on November 11, members of our Home Office team attended a Veterans Day Celebration at the National Veterans Memorial & Museum just blocks from our building.

Our D&I Committee also carved out time dedicated to diversity of thought with special focus on the behaviors and changes that accompanied returning to the workplace after peak pandemic threats subsided. We offered Town Halls and “Return to 555” culture workshops designed to ease the transition from fully remote to in-person interactions. We continue to keep these lines of communication open with activities designed to revitalize collaboration.

Supplier Diversity

Our Supply Chain Management (SCM) department conducted its second annual Supplier Diversity Survey in March 2021, revealing the team’s overall spend that supports diverse sources of supply rose to 3.41% versus last year. The survey identifies how much, if any, activity a supplier had with businesses that qualify as: Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Veteran Owned Small Business (VOSB), Disadvantaged Business Enterprise (DBE), Historically Underutilized Business Zones (HUBZone). Of the 218 invited suppliers, service providers, distributors and carriers, 149 responded to the survey, equivalent to 84.05% of our SCM total 2020 spend.

Additionally, our Operations Services department has a supplier and contractor diversity inclusion program that establishes targets for identifying and including qualified MBE/WBE certified subcontractors, architectural consultants and civil site consultants on our reimaging and new construction projects in every Region.



Crossmedia CEO Kamran Asghar and team.

Crossmedia

We remain committed to establishing partnerships with likeminded suppliers that prioritize and value the benefits of diversity.

Crossmedia (XM), White Castle's media buying and planning partner, is one such agency. XM represents a beacon of diversity in an industry—advertising agencies—often considered unfriendly to marginalized people.

Founded by Pakistani Kamran Asghar in 2000, today the agency is a three-time Ad Age Best Place to Work honoree with a leadership team that is 50% women and 33% people of color. It is also one of the largest minority-owned indie agencies, and humblebrags that diversity, by default, has always been in its DNA. Diversity has evolved organically with the organization, and it remains a dominant gene.

Its rising leaders are predominantly female. Women make up 52% of the population whose next promotion would be to partner or C-suite, specifically the department and practice heads who drive the agency's businesses. Of those, 24% also identify as people of color. Overall XM's workforce is 59% female and 34% people of color.

A recent post on its social media best describes XM's commitment to creating its own Family Inclusive culture: "...Diversity in all forms is the future of our industry! [We are proud] to continue to lead by example."



2022
DIVERSITY
STATISTICS



Grand Opening in Orlando.

81%

People here
are treated
fairly regardless
of their age.

2022 Great Place to Work®
Culture Index Survey

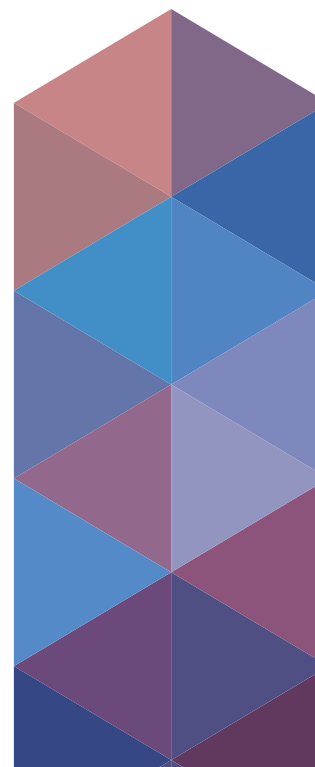
OVERALL GENDER

58%
Female



OVERALL ETHNICITY

68%
Non-white



OVERALL GENDER,
MANAGEMENT

64%
Female



2022
DIVERSITY
STATISTICS



Grand Opening in Orlando.

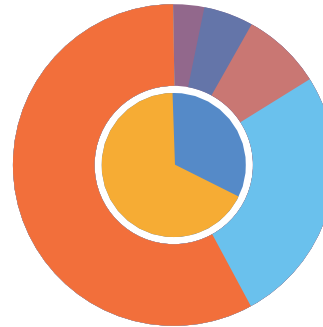
81%

I can be myself
around here.

2022 Great Place to Work®
Culture Index Survey

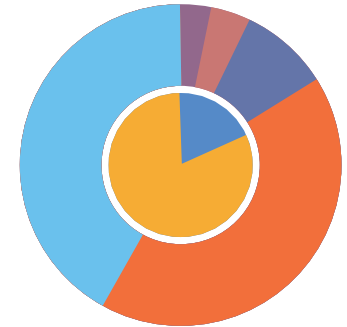


DISTRICT SUPERVISORS,
RESTAURANT DIVISION



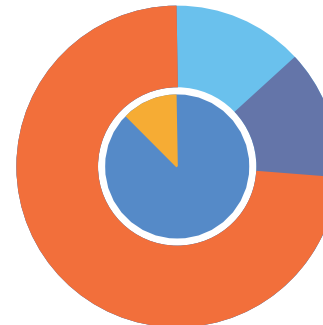
- 68% Female
- 32% Male
- 58% White
- 26% Black
- 8% Two+ Races
- 5% Hispanic
- 3% Asian

GENERAL MANAGERS



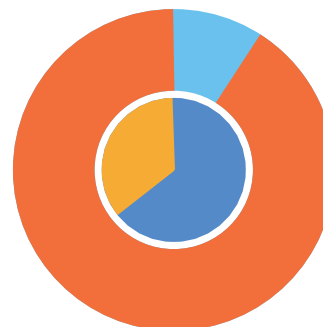
- 82% Female
- 11% Male
- 42% Black
- 42% White
- 9% Hispanic
- 4% Two+ Races
- 3% Asian

PLANT MANAGERS,
MANUFACTURING DIVISION



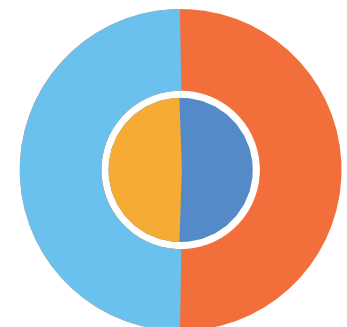
- 13% Female
- 87% Male
- 74% White
- 13% Hispanic
- 13% Black

SENIOR LEADERSHIP



- 36% Female
- 64% Male
- 81% White
- 9% Non-white

REGIONAL DIRECTORS OF
RESTAURANT OPERATIONS



- 50% Female
- 50% Male
- 50% Black
- 50% White

