



OUR TEAM MEMBERS

TEAM DIVERSITY

Diversity & Inclusion Statement:

At White Castle, we are proud to employ a best-in-class team since 1921 that reflects and respects the diverse communities of Craver generations everywhere. We seek out and value diverse perspectives as we build a community centered on innovation and friendship.

“Formally recognizing, promoting and **celebrating diversity and inclusion demonstrates our commitment to and respect for our team** and customers. Our people and the diverse flavor they bring to White Castle are key to our success.”

- JOHN KELLEY, CHIEF PEOPLE OFFICER, WHITE CASTLE

In 2017, we formed our first Diversity and Inclusion Committee, launching activities around three goals:

- Be the best place to work in our industry by actively attracting and retaining a workforce that is representative of the broad diversity of Craver generations everywhere.
- Ensure our industry and community engagement activities support and reflect the diversity of our workforce and customers.
- Effectively communicate, both internally and externally, our diversity and inclusion policy and strategies.





OUR TEAM MEMBERS *(continued)*

“For a unique brand like ours that inspires the likes of Harold & Kumar, rocker Alice Cooper, hip-hop icons Wu-Tang Clan, comic legend Stan Lee (RIP) and renowned fashion designer Telfar, **we’re proud to celebrate what we’ve known all along: White Castle unites people.**”

- **ANTHONY JOSEPH**, CHIEF ADMINISTRATIVE OFFICER,
GENERAL COUNSEL AND SECRETARY, WHITE CASTLE

Among the new initiatives to help accomplish these goals, we instituted an Annual Compensation Study to ensure fair and equitable pay across our team members. The first study in 2017 examining General Managers’ pay rates against gender, age, race/ethnicity and tenure revealed no negative correlation. The 2018 study examining Crew Manager’s pay rates similarly revealed no negative correlations. We will continue to study these and other positions to ensure negative correlations do not arise.

We also implemented a supplier diversity policy to ensure we are sourcing talent from the broad range available within our communities. The first of these policies were formalized for our Construction and Facilities Management Department in 2017, and our Supply Chain Management group in 2018, to secure a diverse supplier policy across our Castles.

These early efforts are striking. Already, in a Team Member Engagement Survey to understand how our employees view our diversity and inclusion, we were rated significantly more favorably than the national norms across four distinct statements. In fact, 93 percent of our team members believe “someone like me can succeed at White Castle,” 17 percent higher than the national average.



TEAM MEMBER LOYALTY

All of our team members, from the grill to the home office, are treated like family. Treating team members with fairness and respect has resulted in unequaled team member loyalty. In fact, more than 1 in 4 of our 10,000 team members have been with White Castle 10 years or more. We are proud of that fact and are humbled by the loyalty of our dedicated team members.

We believe strongly in creating careers for our team members, not just jobs. Nearly all 500 of our regional vice presidents, area supervisors, district supervisors, general managers, and regional and restaurant management teams, started behind the counter at White Castle.

Many of our team members view a position at White Castle as an opportunity to build a career, and many of them achieve that goal. We offer some of the best benefits in the industry, including health coverage, vision and dental benefits, paid vacation, retirement benefits, profit sharing, regularly scheduled reviews with pay increases and promotion from within.

We also feed our team members for free during their shifts, because we know a full stomach is one of the benefits of employment with a fast food company like ours.

All of these efforts pay big dividends in loyalty: in 1946, our founder, Billy Ingram, became the first member of the 25 Year Club. Today, 1,933 team members have qualified for membership in this club. In addition to the 25 Year Club, last year we recognized 117 team members who have been with the company for 15 years.

These long-standing team members are the foundation that will support our growth, and they are examples of how we value the dedication of our team members and treat them like family.