



*Our Retail Sales and Accounting teams support YMCA Field Day.*

# Diversity & Inclusion

**LEAD:** Sr. Director, People & Culture 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.

2023  
PROGRAMMING  
HIGHLIGHTS



91%

People here are  
treated fairly  
regardless of their  
sexual orientation.

2023 Great Place to Work®  
Trust 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. While the 2023 study was in progress as of press time of this year's CSR Report, the most recent completed study evaluated our General Manager, Crew Manager and District Supervisor population and an overall look at our White Castle Distributing manufacturing plants. The results of the study confirmed equitable pay, just like our prior years' studies.

### Partner Affiliations



LEADERSHIP  
COUNCIL  
ON LEGAL  
DIVERSITY



Columbus  
Urban League



## 2023 PROGRAMMING HIGHLIGHTS



# 89%

People here  
are treated fairly  
regardless  
of their race.

2023 Great Place to Work®  
Trust Index Survey™

## Inclusive Education

White Castle conducted unconscious bias training in collaboration with the National Restaurant Association's Multicultural Foodservice & Hospitality Alliance, attaining 100% completion for our Home Office team. This comes on the heels of reaching an incredible 99.3% completion rate on the custom content developed with our Restaurant and Manufacturing leaders the year prior.

Additionally, our Learning & Leadership Development team conducted in-person anti-harassment training throughout our Chicago Region, further advocating for our majority female leadership, as well as all the protected categories the curriculum covers.

## Celebrating Dr. King's Legacy

White Castle again partnered with Seeds of Caring to sponsor its annual MLK Day of Service event, which experienced its most successful turnout to date. More than 900 kids came through the standing-room-only in-person activity stations at the Ohio History Connection, far surpassing prior years' totals. Kids completed dream clouds inspired by Martin Luther King's 'I Have a Dream' speech, signs promoting unity, and bookmarks and care kits for those in need.

2023  
PROGRAMMING  
HIGHLIGHTS



89%

People here  
are treated fairly  
regardless  
of their gender.

2023 Great Place to Work®  
Trust Index Survey™



## Stonewall Columbus

Stonewall Columbus, which serves the LGBTQ population of Central Ohio, welcomed our gold sponsorship so the nonprofit organization could resume—in-person, since the pandemic—the largest PRIDE Festival celebration in the Midwest in June 2022. Our participation wasn't just financial; our team members helped set up for the 750,000 festival goers.

## Hispanic Heritage Celebration

Campers and our Home Office team members alike were happy to return in-person to Camp Oty'Okwa to spend a day hiking, crafting and mentoring during Big Brothers Big Sisters Latino Week. White Castle provided backpacks with fun supplies for the kids, many of whom live in economically challenged households. Virtual commemorations of Hispanic Heritage Month celebrated the careers and cultural traditions of some of our Hispanic team members.

## Supplier Diversity

Our efforts at embracing diversity extend beyond our hiring practices, which is why we monitor the diversity efforts of our vendor partners with a triennial Supplier Diversity Survey conducted by our Supply Chain Management (SCM) team. 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. We look forward to comparing these results with the next survey in 2024.



2023  
PROGRAMMING  
HIGHLIGHTS



## Anywhere Opportunities

While our team members work in many geographic locations, we created common experiences in celebrating what makes us unique through a new series of one-page documents that commemorate the selected cultural observances we honor internally. Each Anywhere Opportunity provides background about the observance, different activities teams in every location can do together, and independent activities like taking in a topical book or movie.

## Home Office Events

Coming together in-person is an important part of reestablishing culture and routine of Home Office life, and many such opportunities centered around diversity.

- Attending an intimate speaking engagement by author Dr. William T. Lewis, Sr., who talked about and led an interactive discussion about his book *Sweet Potato or Pumpkin Pie: Conversations with My White Friends about Race*.
- Channeling our creativity in a hands-on session to learn the Ukrainian tradition of Pysanka, or egg decorating, led by one of our Fall 2022 college interns and native of Ukraine. Our team also collected funds to support the Ukrainian Cultural Association of Ohio in the midst of ongoing conflict.
- Sponsoring the Military/Veterans Educational Foundation (MILVETS) of Ohio Scholarship Fund and rallying a crowd to cheer on our hometown Veterans Day parade, which is produced by the same organization.



87%

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

2023 Great Place to Work®  
Trust Index Survey™

2023  
DIVERSITY  
STATISTICS



**82%**  
People here  
are treated  
fairly regardless  
of their age.  
2023 Great Place to Work®  
Trust Index Survey™

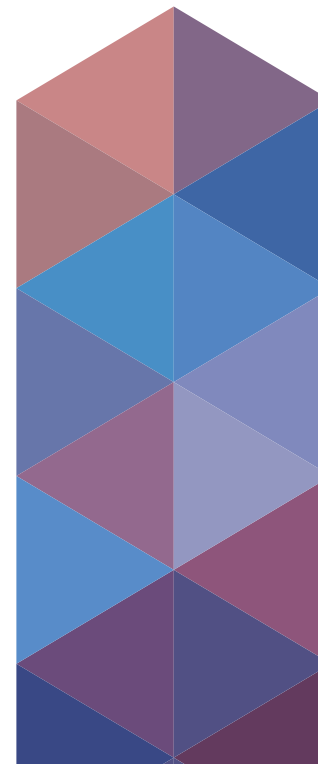
OVERALL GENDER

**57%**  
Female



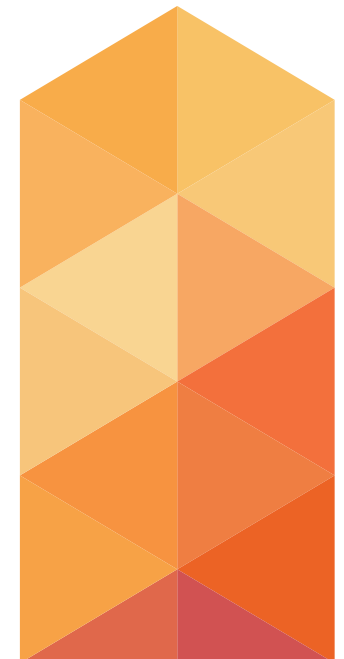
OVERALL ETHNICITY

**70%**  
Non-white



OVERALL GENDER,  
MANAGEMENT

**64%**  
Female



2023  
DIVERSITY  
STATISTICS



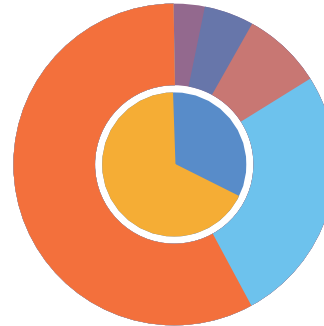
81%

I can be myself  
around here.

2023 Great Place to Work®  
Trust Index Survey™

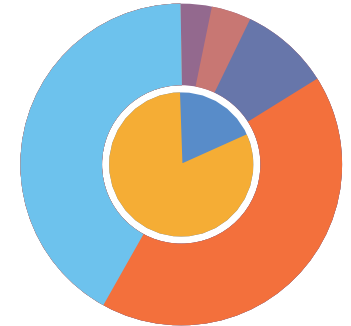


DISTRICT SUPERVISORS,  
RESTAURANT DIVISION



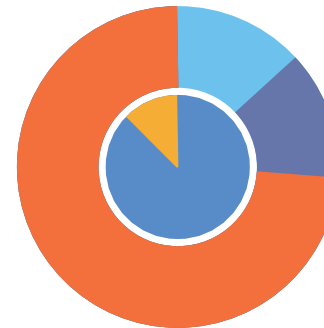
- 71% Female
- 29% Male
- 53% White
- 29% Black
- 11% Two+ Races
- 5% Hispanic
- 2% Asian

GENERAL MANAGERS



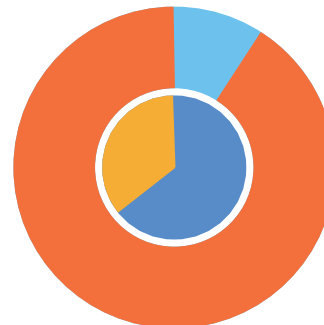
- 81% Female
- 19% Male
- 43% Black
- 41% White
- 9% Hispanic
- 4% Two+ Races
- 3% Asian

PLANT MANAGERS,  
MANUFACTURING DIVISION



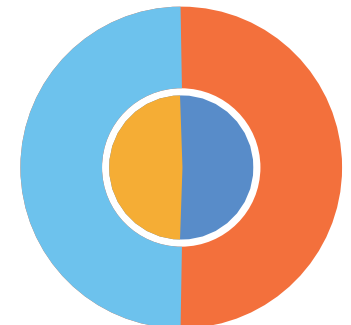
- 13% Female
- 87% Male
- 74% White
- 13% Hispanic
- 13% Black

SENIOR LEADERSHIP



- 44% Female
- 56% Male
- 89% White
- 11% Non-white

REGIONAL DIRECTORS OF  
RESTAURANT OPERATIONS



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





CSR