



2023



CASTLE SOCIAL
RESPONSIBILITY
REPORT



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



At White Castle we are fortunate to have embraced the purpose and passion of our CSR efforts as part of our daily culture.

While community giving, sustainability and diversity & inclusion are significant areas of focus in their own right, the educational and social opportunities they create add depth, connection and appreciation for all we have in common—and where we differ. The pages in this report reflect a very brief overview of all the commitment, energy and resources that go into furthering our Castle Shares, Naturally Focused and Diversity & Inclusion Committee

work. I applaud the efforts of our three leads, Erin Shannon, Shannon Tolliver and Bozana Byers, plus their respective committees, who bring these programs to life in meaningful and memorable ways for our #whitecastleteam. If you have questions about our CSR or what it entails, please reach out to MyVoice@whitecastle.com.



*Report prepared by Internal Corporate
Communications Manager Susan Converse*



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 102 years thanks to four generations of family ownership, 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—has 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.



Our Corporate Support team volunteers at Faith Mission.

2023 PROGRAMMING HIGHLIGHTS

Education



Our class of Fall 2022 Home Office college interns.

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. Eligibility expanded to include part-time team members in 2022. 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

We established the Amanda Rush Scholarship Fund for Future Leaders in October 2020 to honor the memory of tragically slain Columbus Region General Manager Amanda Rush. This \$2,500 scholarship is earmarked for any aspiring Central Ohio student with a heart for hospitality, and is awarded annually by a committee that includes Amanda's sister.

Internship Program

Our dual-track Internship Program was designed in 2021 to introduce future leaders to our Great Place to Work® and offer management experience to our participating Home Office supervisors. For the second year, fifth generation shareholders reported to work for an eight-week summer internship designed to expose them to different parts of the family owned business they may one day help lead. College students signed on for a longer, 13-week internship in the fall. Intern feedback, representing both internal and external sources, reported high praise for the unique culture, engaging content and valuable experience, plus insights we plan to incorporate for future participants.



2023 PROGRAMMING HIGHLIGHTS

Team Member Involvement



WCD Vandalia conducts a clothing and supply drive.

Team Member Relief Fund

Beyond supporting harmony between time at work and at home, offering great benefits and creating a culture that's a Great Place to Work, we continually look for ways to support our team members. For the 563 team members we have helped with this Team Member Relief Fund since 2018, that support has come in the form of emergency financial assistance. Our grants offer \$1,500 of aid per application, totaling more than \$300,073.

While primarily sustained by funds contributed by shareholders and an occasional donation drive, or the one-time \$10,000 donation of proceeds from a licensing agreement to mint the creation of NFTs (non-fungible tokens) in the world of cryptocurrency, the Relief Fund accepts third-party donations.

Please visit <https://columbusfoundation.org/give-now> and search "White Castle Team Member Relief Fund" to contribute.

2023 PROGRAMMING HIGHLIGHTS
Giving to our Communities



Volunteerism

100 Hours to Feed the Souls Volunteer Challenge

You haven't experienced a competitive streak until you've worked at White Castle! That's why our 100 Hours to Feed the Souls volunteer challenge gave more than just service hours to dozens of local non-profit organizations. It also created a spark amongst our teams to determine the top giver! The notion of 100 Hours was a way to commemorate our milestone birthday in 2021, and the most recent year's campaign totaled more than 4,171 volunteer hours delivered in nearly every city where our facilities exist.

**100
HOURS**
to feed the souls

2023 PROGRAMMING HIGHLIGHTS

Giving to our Communities



Roundup Campaign

Would you like to round up? If you, like countless other Cravers, participated in either of our two two-month collection campaigns, your spare change—rounding up your total bill to the nearest dollar—contributed to a cumulative total of \$1,156,660.80 that benefited 48 local charitable organizations in cities where our White Castle restaurants exist. These results cap off our inaugural two-year partnership with our District Supervisors' charities of choice, which, in some cases, financially enabled the non-profit organizations to sustain operations. This proof of concept reinforces our position as a responsible community partner and ensures that more local organizations can benefit from our Roundup efforts.



2023 PROGRAMMING HIGHLIGHTS
Giving to our Communities



CHICAGO

- American Cancer Society
- Boys and Girls Club of Greater Northwest Indiana
- Bridge Communities
- Deborah's Place
- Project Swish
- Haven House, Inc.
- Park Lawn Association
- St. Jude House (Family Violence Prevention Center and Shelter)
- The Bridge Teen Center



CINCINNATI

- Fairhaven Rescue Mission
- Free Throw for Kids
- Junior Achievement
- Ohio Valley Voices

COLUMBUS

- Children's Hunger Alliance
- Habitat for Humanity
- Mid-Ohio Foodbank
- Star House



DETROIT

- American Cancer Society
- Angels of Hope
- Forgotten Harvest
- Maggie's Wigs 4 Kids of Michigan
- Nami, Metro-Oakland, Wayne & Macomb Counties



INDIANAPOLIS

- Boys and Girls Club of Indianapolis
- Humane Society of Indianapolis
- Wheeler Mission Ministries



LOUISVILLE

- Lexington Habitat for Humanity
- WHAS Crusade for Children, Inc.
- YMCA Safe Place Services



MINNEAPOLIS

- Minnesota Assistance Council for Veterans
- St. Jude Children's Hospital



NASHVILLE

- Dare to Care



NEW JERSEY

- Camden Street School
- Jersey Cares
- Salvation Army
- St. Joseph's Catholic Church
- Tomorrow's Children's Fund



NEW YORK

- American Cancer Society
- Part of the Solution
- St. Baldrick's Foundation, Inc.



ORLANDO

- Second Harvest Foodbank of Central Florida



SCOTTSDALE

- St. Mary's Food Bank



ST. LOUIS

- All for Family
- CHADS Coalition
- DASA – Disabled Athletes Sport Assn.
- Down Syndrome Association of Greater St. Louis
- Moms on a Mission
- Florissant Valley of Flowers

2023 PROGRAMMING HIGHLIGHTS
Giving to our Communities



Our Management Development in Manufacturing professional development program includes a community service component.

Manufacturing Charity of Choice

This year we were thrilled to evolve our teamsourcing donation programming by introducing our Manufacturing Charity of Choice program. Managing metrics is key to successful manufacturing operation, so we've upped the ante by adding a \$1,000 donation to a charity of choice when they hit each of their five scorecard goals. These are areas of the business they're already striving to exceed, so this additional reward is payable in pride when they donate up to \$10,000 between two cycles each year to Feed the Souls of their local communities.

2023 PROGRAMMING HIGHLIGHTS
Giving to our Communities



Rising leaders from our Restaurant and Manufacturing Divisions and Home Office attend the 2023 Women's Foodservice Forum Leadership Conference.

81%

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

2023 Great Place to Work®
Trust Index Survey™

Corporate Contributions

White Castle supports many organizations as corporate partners, most often through the leadership service of our Officers and Directors, in-kind contributions, general volunteerism or financial support. A handful of the longer-term non-profit partners we support with both financial, in-kind and/or board volunteer service include LifeCare Alliance, Columbus State Community College, Big Brothers Big Sisters, Godman Guild and Seeds of Caring.

Gifts of Service

Little compares with the gift of knowledge and experience, and that's exactly what the following organizations receive from our White Castle leaders, who serve on their 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.



Our Slider Sustainability Team visits a recycling facility.

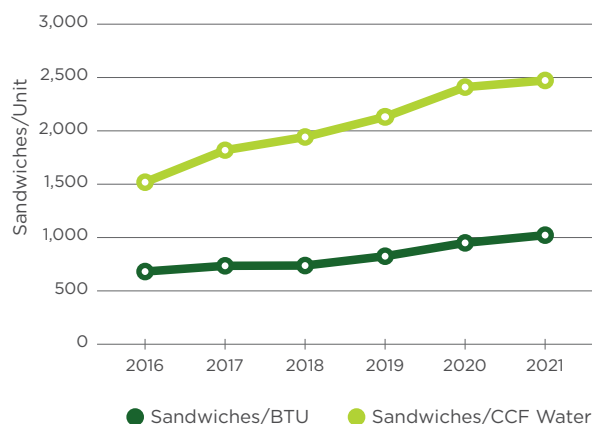


2023 PROGRAMMING HIGHLIGHTS



Our Chicago Team supports nonprofit organization, Park Lawn Association.

WHITE CASTLE SANDWICHES PRODUCED PER UTILITY



Greenhouse Gas Emissions

Our greenhouse gas emissions have steadily declined since we began tracking in 2016, while the number of sandwiches we produce per water and energy use has increased. Changes big and small help us reduce our emissions, everything from using LED lighting, installing more energy efficient equipment in our Castles, selecting energy efficient equipment for our latest manufacturing plant expansion at WCD Vandalia, and hitting record-setting production volumes at our manufacturing plants throughout 2022.

Sustainability Sourcing Policy

Aggressively pursuing the practices that make the most impact lives within our sustainable sourcing policy. It 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. Some of our best practices include:

- Working toward 100% shell free eggs by the end of 2023
- Currently 100% of chicken in our retail frozen chicken sandwich is produced without antibiotics important to human medicine.



2023 PROGRAMMING HIGHLIGHTS



Rensselaer Bakery earns top honors in its community holiday Tree Trail contest.

Bag your pardon?

- Currently 100% of our retail cheese is rBST free.
- All our fish patties are sourced from fisheries certified by the Marine Stewardship Council.
- Our broiler chicken suppliers are continuously evaluating science-based animal welfare standards. These include evaluating stocking densities and breeds, enhancing environments with litter, lighting and enrichments, and investigating new processing technologies. In 2022, 50% of our broiler chickens have at least three inches of maintained and dry friable litter cover and receive at least eight hours of continuous light and six hours of continuous darkness daily.

Our East Coast restaurants have seen the majority of adjustments with food and packaging procedures. In New Jersey, all restaurant locations have eliminated plastic bags in accordance with the statewide ban there. Additionally, our teams honor a plastic straw ban in both New Jersey and New York City that prohibits the proactive distribution of plastic straws. Further, 18 of our New York City restaurants have been diverting food scraps from landfills since July 2022, with an average of 900 pounds per month going to composting facilities.

Step into the Light

White Castle was one of three organizations selected by the City of Columbus to receive its GreenSpotLight award, which recognizes excellence in sustainable business practices. The honors stem from our LEED certified Gold Columbus Home Office, citing our participation in its MyGreenSpot online tool to track our sustainability successes in water and energy conservation, waste reduction, green transportation and educational outreach. Additional outreach with our resident population includes recycling education and best practices, and composting about 450 pounds per month of food scraps from our onsite cafe.



2023 PROGRAMMING HIGHLIGHTS



Plant-based Power

Our Impossible™ Slider launched to much fanfare, including earning Thrillist's "Best Plant-Based Fast Food Burger," but perhaps the highest honors of all for this vegetarian's delight are the sustainable statistics it delivers. Thanks to the calculations of our friends at Impossible Foods, we know that, compared to the equivalent amount of animal beef, Impossible™ Beef (made from plants) consumed in 2022 by Craver Nation in the form of Impossible™ Sliders has lowered our collective footprint:

- 5,554,934 miles driven in a car, as carbon dioxide
- 232,817 trees worth of land
- 13,562,447 gallons of water

Partner Affiliations





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.



87%

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

2023 Great Place to Work®
Trust Index Survey™

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.

2023
DIVERSITY
STATISTICS



82%
People here
are treated
fairly regardless
of their age.

2023 Great Place to Work®
Trust Index Survey™

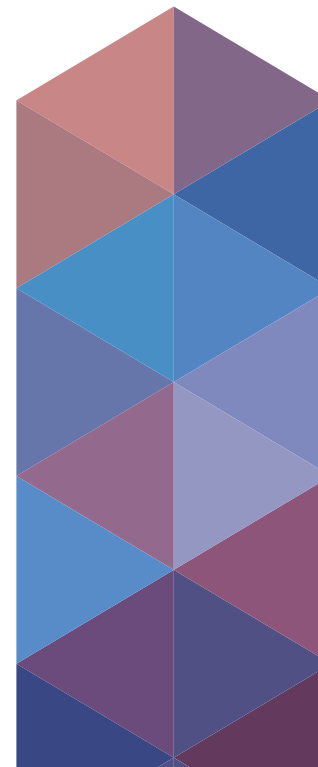
OVERALL GENDER

57%
Female



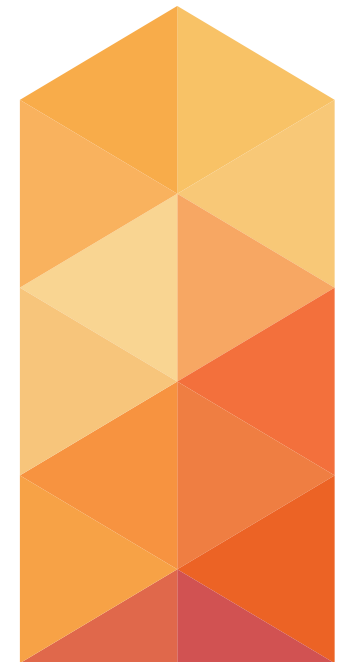
OVERALL ETHNICITY

70%
Non-white



OVERALL GENDER,
MANAGEMENT

64%
Female



2023
DIVERSITY
STATISTICS



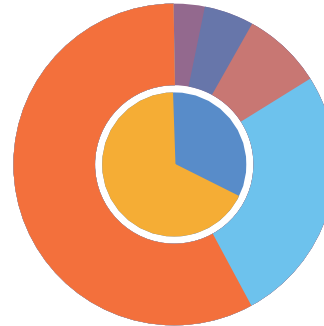
81%

I can be myself
around here.

2023 Great Place to Work®
Trust Index Survey™

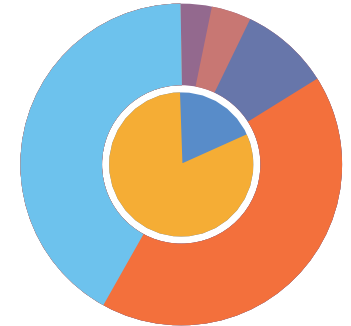


DISTRICT SUPERVISORS,
RESTAURANT DIVISION



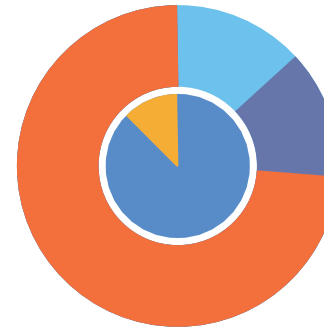
- 71% Female
- 29% Male
- 53% White
- 29% Black
- 11% Two+ Races
- 5% Hispanic
- 2% Asian

GENERAL MANAGERS



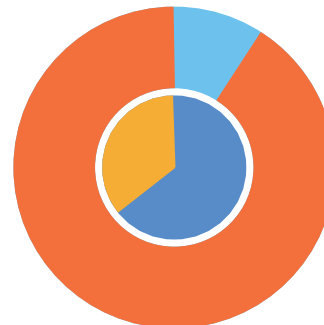
- 81% Female
- 19% Male
- 43% Black
- 41% White
- 9% Hispanic
- 4% Two+ Races
- 3% Asian

PLANT MANAGERS,
MANUFACTURING DIVISION



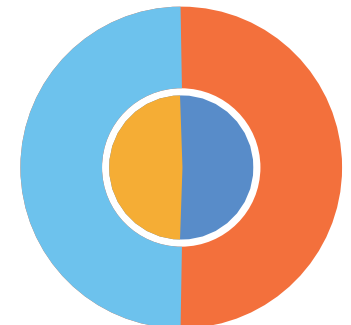
- 13% Female
- 87% Male
- 74% White
- 13% Hispanic
- 13% Black

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