



CSR



CASTLE SOCIAL RESPONSIBILITY REPORT
2023 | 2024



WELCOME

*At White Castle, our focus remains steadfast –
to Create Memorable Moments Every Day!*

For over 100 years, we have been devoted to Feeding the Souls of Craver Generations Everywhere – nurturing the mind, body, and spirit in meaningful ways. That commitment has never wavered, and in recent years, has only grown stronger.

Our Family Inclusive company value is an important foundation for everything we do – guiding our actions and shaping deep connections with our customers and communities. We bring this commitment to life

through our Castle Social Responsibility (CSR) initiatives – which encompass community giving, responsible sustainability efforts, and cultivating a culture that celebrates diversity and fosters inclusion. I’m routinely amazed by our team members passion for making a difference, and proud of how deeply it’s ingrained in who we are as a #whitecastleteam. Leading the charge, Erin Shannon, Shannon Tolliver, and Bozana Byers, go above and beyond to create opportunities for engagement, education, and impact for our team members systemwide.

As you explore this report, you’ll learn how we bring our values to life through our CSR initiatives. As our founder, Billy Ingram, once said, “we will continue in our enjoyable activity, trying to improve in everything we do, trying to be of economic value in each community in which we operate, and trying to have the happiest people of any organization in the United States.”

A handwritten signature in black ink, appearing to read 'Anthony Joseph'.

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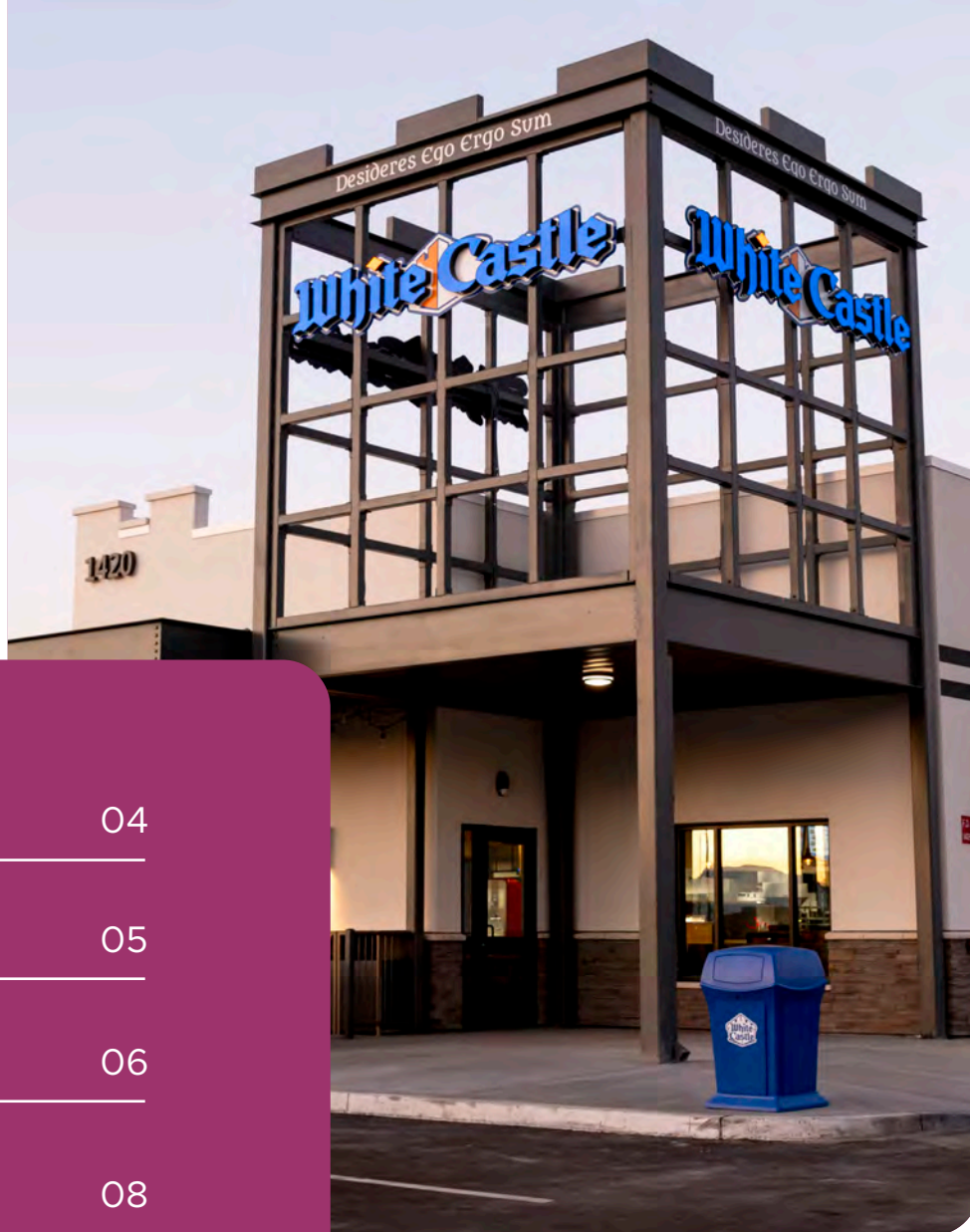
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2023 | 2024

ABOUT US

In 1921, our founder, Billy Ingram, had \$700 and a dream – to bring tasty Sliders to customers nationwide. Known as the world's first fast food hamburger chain, with nearly 350 Castles and 10,000 team members active today, you could say his dream came true! We continue to sell the same, iconic 100% USDA beef patty with onions and a pickle to customers nationwide – available at either a Castle or in the freezer aisle at your local grocery store. In 2014, Time® Magazine even cemented the Slider in history by naming it the most influential burger of all time. Not too bad for \$700 and an idea, right?

However, we have a passion for more than just serving hot and fresh Sliders to Cravers nationwide. Since day one, we've been committed to fostering a culture of happiness – one rooted in purpose. For many, that purpose comes from giving back to the community, creating Memorable Moments with customers, or simply treating one another with kindness. Our team members embody this every day, driving positive change in and out of our Castle walls.



Our Mission

Create Memorable Moments Every Day



Our Vision

Feed the Souls of Craver Generations Everywhere



OUR VALUES



Family Inclusive

Seek answers and understanding through feedback, questions and empathy, both with professional as well as personal exchanges. Respect and promote diversity in race, gender, culture, sexual orientation, thought, background experience and place in life. Demonstrate a willingness to help others through actions and attitude. Honor organizational objectives above personal opinions and preferences.



Moment Motivated

Create happiness by connecting people (customers, team members, and partners) to our brand and our values through memorable moments. Recognize achievements of all team members. Demonstrate an appropriate sense of urgency. Are composed: cool under pressure; appropriately navigate and manage the unexpected.



Results Driven

Provide support to achieve results and goals. Are trustworthy, true to our word and honor commitments. Establish, understand, and explain individual, team and organizational short- and long-term goals. Identify and celebrate in the moment to reinforce team behaviors that support collaboration and learning.



Continuous Crave

Continuously seek ongoing development and experiences to generate fresh perspectives and solutions for business needs. Encourage curiosity and honor the inquisitive. Demonstrative focus on White Castle's growth and success by sharing best practices and learning from others. Uncover learning in failure and confidence in not repeating mistakes.



HIGHLIGHTS FROM 2023 & 2024

340

Castles

The Crave reaches far and wide, and we're proud to help our loyal customers follow that Crave in 15 states nationwide.

1.3

Billion Sliders Sold

These tiny Sliders pack a flavorful punch! Helping you satisfy the Crave through our Castles and the freezer aisle.

9,089

Valued Team Members

One big, happy family spread across many miles coming together for one common goal – to Create Memorable Moments Every Day.

10

Awards

From earning Great Place to Work Certification™ for the fourth-consecutive year to receiving the Columbus Business First Corporate Citizenship Award two years in a row, we're amazed at the team's dedication, innovation, and passion that makes these achievements possible.

CSR

Castle Social Responsibility (CSR) at White Castle is led through our three main initiatives – Castles Shares, Naturally Focused, and Diversity & Inclusion. While each one of our nearly 10,000 team members have the opportunity to participate in all of these programs, they are championed by Erin Shannon, Shannon Tolliver, and Bozana Byers, respectively. From community giving to sustainable changes to celebrations of diversity, these programs dedicate countless hours to providing our team members systemwide with opportunities to learn, connect, and grow. Throughout this report, you'll learn about the various activities and initiatives that occurred during 2023 and 2024.



St. Louis Restaurant Operations at a Bike Giveaway.



Retail Sales at Franklin County Dog Shelter & Adoption Center.

CASTLE SHARES

For over a century, we've believed that good food and doing good go hand in hand. Since the very beginning, our founder, Billy Ingram, believed in paying it forward, ensuring White Castle invested in people's futures and gave back to the communities that we call home. All the way back in 1949, Billy Ingram launched the Edgar W. Ingram Foundation as a way to support various initiatives that did just that. While this is now known as the Ingram-White Castle Foundation, this culture of giving has only grown stronger over the years – evolving into our corporate charitable program, Castle Shares.

This commitment to not only serve our customers tasty food, but also to uplift the communities in which we operate has been passed down through four generations of family leadership. Over the decades, we've grown accustomed to ensuring that everyone who walks through our Castle doors, or interacts with one of our many team members, leaves feeling like family with memories to last a lifetime. Part of being a family is taking care of one another after all.

Shining through our Family Inclusive and Moment Motivated values, this drive to *Feed the Souls of our Communities and Team Members* is what leads our Castle Shares program, whether through charitable donations, volunteer opportunities, or simply peer support to over 50 charities nationwide.

LEAD: Corporate Relations Manager, Erin Shannon

INGRAM-WHITE CASTLE FOUNDATION

While we may have our humble beginnings in Wichita, Kansas, we've called Columbus, Ohio, home for the last 90 years. In collaboration with The Columbus Foundation, and funded entirely by the Ingram Family, The Ingram-White Castle Foundation provides grants to the Central Ohio community and our team members. Our founder, Billy Ingram, established this foundation in 1949 as a way to provide physical, educational, emotional, and spiritual nourishment to those who hunger for knowledge, independence, and self-sufficiency.

The Ingram-White Castle Foundation primarily supports educational initiatives, and has awarded over \$22 million in grants to programs throughout the Central Ohio community, including Ethiopian Social Services in support of their After-School Program and Summer Youth Enrichment Program for children 5 - 18 years old. Additionally, grants have been awarded to LifeCare Alliance, nourishing the human spirit through their Meals on Wheels program and Diabetes Services helping central Ohioans living with diabetes, and Lutheran Social Services providing shelter, food, safety and healing.

In addition to supporting our community through grants, The Ingram-White Castle Foundation supports our team members nationwide through its Team Member Scholarship Program and Team Member Relief Program.



Ingram-White Castle Foundation Team Member Scholarship Program

Since its creation in 1989, The Ingram-White Castle Foundation Team Member Scholarship Program has helped take some of the stress out of school by awarding over 1,200 scholarships, totaling over \$2.4 million, to support our team members and their families. Open to both part-time and full-time team members, the program awarded 33 scholarships in 2023 and 29 scholarships in 2024 – because we know textbooks, tuition, and late-night coffee runs aren't cheap! We love seeing our team members chase their dreams, and we're honored to be part of their journey.



Ingram-White Castle Foundation Team Member Relief Program

Life comes at you fast, and everyone needs a helping hand every now and then. Following Superstorm Sandy's 2012 devastation on the East Coast, our then-CEO (and third-generational leader) Bill Ingram created the Team Member Relief Program to ensure team members experiencing tough times had more than just words of encouragement – they had real, tangible help. In 2024 alone, the program has provided nearly \$31,000 in grants to team members in need. Funded primarily by our shareholders and the occasional donation drive, all team members are eligible to apply for assistance. It's administered through The Columbus Foundation to ensure total confidentiality, because asking for help should never feel uncomfortable.



"The Ingram White Castle Team Member Scholarship has been an incredible blessing for me and my family. This generous support has lifted a tremendous weight off my shoulders, allowing me to pursue my studies with greater passion and focus. I am truly grateful for this amazing opportunity!"

Emmalee Browning
IWCF TM Scholarship Recipient



FUELING FUTURES

Amanda Rush Scholarship

In 2020, Columbus General Manager Amanda Rush was tragically killed during an attempted robbery. In honor of her 14-year career and commitment to developing her team, we established the Amanda Rush Scholarship Fund for Future Leaders, which is awarded annually by a committee including Amanda's sister. Each year, one Central Ohio student studying restaurant hospitality, who demonstrates the same hard work, commitment to excellence, and love for hospitality that Amanda had, receives \$2,500 towards furthering their education. It's our hope that by easing the financial burden of higher education, scholarship recipients can carry forward Amanda's legacy of excellence in hospitality and success in the industry.

Internship Program

From high school students getting their first hands-on experience to college interns and even family members exploring career opportunities, our internship programs offer a variety of pathways to learn and grow within the company.

Our partnership with the Cristo Rey Columbus High School Work Study Program began in 2017 as a way to provide local students with valuable work experience that will benefit them in and out of the classroom. We're fortunate to work with these incredible students each year (some even throughout their entire high school careers) and to watch them grow and graduate high school. Most recently, these students have supported our Corporate Relations, Supply Chain, Benefits, and Business Services departments. At the end of each school year, they present to their White Castle team, as well as their class, about what they've learned during their experience.

Launched in 2021, our 13-week college internship program gives students from local colleges and universities the chance to gain practical experience while immersing themselves in our unique, family-oriented culture. We welcomed nine interns in 2023 and eight in 2024, in departments ranging from Information Technology to Benefits to Quality Assurance. We've even had a few interns stick around for the long-haul and join the team permanently!

With four-generations of family leadership, the G5 Internship was designed with the intention of providing our next generation of family members valuable life lessons and exposure to business opportunities, while engaging them with the company their ancestors helped build. Since its inception in 2021, 12 fifth-generation family members have participated in the 8-week long program, interning each summer for the past one to four years.



Fall 2024 College Interns.

SERVING COMMUNITIES



100 Hours to Feed the Souls Volunteer Challenge

In honor of our 100th birthday in 2021, we launched the 100 Hours to Feed the Souls Volunteer Challenge, which is just one of the many ways our team members are able to satisfy their hunger for making a difference. Not only does this spark some friendly competition (who can log the most hours and take the Slider crown?!), but provides our team members with opportunities to uplift and give back to their community, which our founder and each generation of family leadership so values.

Volunteering our time in nearly every city in which we operate, team members systemwide are dedicated to achieving 100 hours of volunteer time per Home Office department or Region – with some even going beyond the call of duty and logging 4x that amount (we see you, St. Louis!). In 2023 and 2024 combined, we spent over 9,700 hours Feeding the Souls of our Communities. That's over 400 days of building furniture, stocking food pantries, cleaning animal shelters, serving breakfasts, and making Memorable Moments with our community and fellow team members.

100
HOURS
to feed the souls

80% of team members feel they make a difference here.

2024 Great Place to Work® Trust Index Survey™



New York City Restaurant Operations at Walk to End Alzheimer's.



Manufacturing Charity of Choice

What's better than achieving your goals? How about donating \$1,000 to your charity of choice each time you do so! Introduced in 2023, each time one of our Manufacturing Plants hits one of their key metrics outlined on their scorecard, White Castle makes a donation to a charity hand selected by the Plant themselves. Since its inception, we've donated over \$47,000 to Dayton Children's Hospital Foundation, Appleseed Childhood Education, Orange County Humane Society, Humane Society of Boone County, The Griff Medical Fund, Twisted Pink, Brighton Center, and Hopeland Church.

Hitting metrics is already a top priority in our Manufacturing Plants, and this initiative is just extra onions on a Slider, making these achievements even more rewarding. By tying performance to charitable giving, we're not only reinforcing the importance of strong operations, but also creating a positive impact in our communities. It's a win-win – excellence on the floor and support for those in need.



SERVING COMMUNITIES



Roundup Campaign

Small change can make a big difference. Introduced in 2020, our Roundup Campaign invites customers to *round up* their totals at check out – turning spare change into meaningful donations. Every two years, our District Supervisors select a charity in their community to support during four, two-month long donation cycles. In some cases, these donations mean these organizations that provide so much for their community are able to sustain operations. From Alice Cooper's Solid Rock Teen Centers to Toms River Housing and Homeless Coalition to Penrickton Center for Blind Children, the simple act of rounding up is creating lasting change in the communities in which we operate. With nearly \$2.7 million raised in 2023 and 2024 combined, Craver Nation has shown the power of small acts of generosity. Every round-up adds up, turning everyday meals into meaningful support for those in need.

47

Charities

\$2.7m

Donated



Restaurant Operations Roundup Campaign check presentation in New Jersey (left) and Detroit (above).



ROUND UP CAMPAIGN HIGHLIGHTS



ARIZONA

- » St. Mary's Food Bank
- » Tempe Police Foundation
- » Alice Cooper's Solid Rock Teen Centers



CHICAGO

- » Mercy Home for Boys & Girls
- » NAMI DuPage County Illinois
- » Project Swoosh
- » Mr. Dad's Father's Club
- » Stuffed Love
- » Gigi's Playhouse Tinley Park
- » March of Dimes
- » Reach Community Development
- » Gift of Adoption



CINCINNATI

- » Ohio Valley Voices
- » Junior Achievement of OKI Partners, Inc.
- » Free Throw for Kids
- » Sam Hubbard Foundation

COLUMBUS

- » Youth Advocate Services
- » The Columbus Dream Center
- » Make-A-Wish Ohio, Kentucky, Indiana



DETROIT

- » Destiny & Purpose Community Outreach DAPCO
- » Crossroads of Michigan
- » Still Standing
- » Penrickton Center for Blind Children
- » Heartbeat of Monroe



INDIANAPOLIS

- » Greater Indy Habitat for Humanity
- » Pathway to Recovery
- » Gleaners Food Bank of Indiana
- » Big Brothers Big Sisters of Central Indiana

LOUISVILLE

- » Benevolent & Protective Order of Elks of the USA – New Albany Elk Lodge #270
- » Big Brothers Big Sisters of Bluegrass
- » NAMI Louisville



MINNEAPOLIS

- » Hope 4 Youth
- » Angel Foundation



NASHVILLE

- » Home of the Innocents



NEW JERSEY

- » Sierra House
- » Toms River Housing & Homeless Coalition
- » J.E.S.I.C.A. Cares
- » Table to Table



NEW YORK

- » Long Island Cares
- » LAM Foundation
- » The Community Initiative of NY



ORLANDO

- » Ali's Hope



ST. LOUIS

- » Youth in Need
- » Annie Malone Children & Family Services
- » Alzheimer's Association, Greater Missouri Chapter
- » St. Louis Peregrine Society, Inc.
- » Pony Bird Inc.



DISHING OUT SUPPORT



Corporate Contributions

Uplifting our Craver communities has been an important part of who we are since the very beginning. However, our commitment to helping others extends beyond just financial contributions and volunteer hours.

Many of our Officers and Directors serve on non-profit boards, offering leadership, knowledge, and support to nearly 30 causes that are near and dear to their hearts. This support amplifies the hands-on engagement of our leaders, resulting in additional fundraising and volunteer opportunities for the entire #whitecastleteam – some of which are so successful that they've turned into annual events!

Since 2023, our Home Office team members have come together to watch the Columbus, Ohio, Fourth of July fireworks display, with all ticket sale proceeds supporting an organization where one of our leaders serves on the Board of Directors. In 2023 and 2024, we partnered with LifeCare Alliance and the BrockStrong Foundation, respectively. The fireworks may light up the sky, but the real Grand Finale of the night is seeing the impact we make when we come together for a great cause.

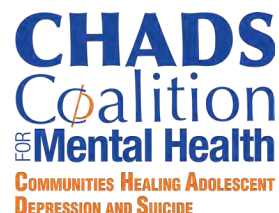
Another beloved, annual fundraiser is the Big Brothers Big Sisters Bowl for Kids' Sake benefiting Central, Ohio. We've been throwing strikes, raising funds, and attending the event for decades. Since Don Desender (pictured right) joined the Board in 2020, we've upped the ante and hold fundraisers for Big Brothers Big Sisters year round.

Home Office Team Members at Big Brothers Big Sisters Bowl for Kids' Sake.



"My 4 years of serving on the Big Brothers Big Sisters of Central Ohio board has been so rewarding to help kids in Central Ohio. I also serve as a "Big" and seeing my "Little" learn and mature makes me extremely proud!"

Don Desender
Director of Risk Management & Compliance



82% of team members feel good about the ways we contribute to the community.

2024 Great Place to Work® Trust Index Survey™

NATURALLY FOCUSED

The world has changed a lot in the 100+ years since we first opened our Castle doors – with cultural and technological advancements prior generations couldn't dream of! However, a few things have remained constant: the iconic Slider recipe and our commitment to our team members, community, and the environment (just to name a few). Caring for our team members, the communities in which we operate, and the environment truly go hand-in-hand – as a sustainable environment leads to thriving communities and team members. While sustainability efforts may not have been as culturally widespread decades ago as it is now, this promise has influenced our decision-making from the very beginning.

As far back as the 1940s, an article in our internal newsletter, the *House Organ*, discussed the importance of reducing waste not only from a financial perspective, but also to ensure the availability of resources during World War II. In the 1960s, this waste reduction effort continued to grow when we began reusing cardboard shipping boxes to reduce our impact on the environment.

As new technology and opportunities have become available over the years, we've continued to expand our sustainability efforts to ensure the only mark we leave on the world is the fondness for our deliciously tiny Sliders. Today, this means cage-free shell eggs, LED lighting and energy efficient appliances, resource-saving napkin dispensers, sustainable remodels and building practices, and more.



LEAD: Social Responsibility & Environmental Sustainability Manager, Shannon Tolliver





Sustainable Sourcing

We take immense pride in our food, and that starts with holding our suppliers to the same high standards. That's why we partner with those who prioritize the welfare of animals, resource conservation, and reducing environmental impact. We're always looking for ways to improve, embracing industry best practices and exploring new opportunities to reduce our environmental impact as we learn and grow. Some of these include:

- » 100% cage-free shell eggs achieved in 2024.
- » 100% of all fish patties are sourced from fisheries certified by the Marine Stewardship Council.
- » 100% chicken raised without antibiotics that are medically important to humans.
- » Partnering with chicken suppliers who are continuously evaluating science-based animal welfare standards, including having at least 3 inches of maintained and dry friable litter

cover and receiving at least 8 hours of light and 6 hours of darkness per day, for at least 50% of chicken.

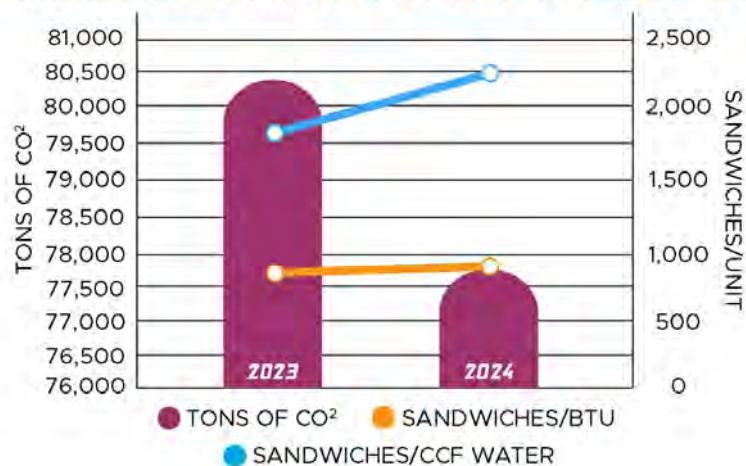
- » 100% recycled material for our Crave Case packaging and brown paper sacks.
- » Unbleached paperboard for retail packaging.



Greenhouse Gas Emissions

In 2016, we began tracking Greenhouse Gas Emissions, in the form of tons of CO₂, and are happy to report that while the number of sandwiches (measured in billions!) per water and energy usage has increased, our emissions have steadily declined year over year. By measuring tons of CO₂, energy and water usage per sandwich, and the number of sandwiches sold, we can get a clear picture of our carbon footprint and the efficiency of our Plants. Changes big and small have helped us achieve these goals, including installing energy efficient equipment in our Castles and Plants, remodeling or rebuilding older Castles, switching to LED lighting, and increasing production at Plants (just to name a few).

WHITE CASTLE SANDWICHES PRODUCED PER UTILITY



OUR RECIPE FOR A GREENER FUTURE

MINIMIZING WASTE, MAXIMIZING IMPACT



Recycling & Waste Reduction

As the old proverb goes, waste not, want not. In order to help conserve precious resources, we have tailored recycling and waste reduction initiatives specifically for our three divisions – Castles, Manufacturing Plants, and the Home Office.

To reduce waste in landfills (and benefit the community), our Marketing Materials Repurposing Program encourages Castles to donate their unused marketing materials to creative resource centers and local schools, where students and artists can give these materials new life. We don't stop at just paper and cardboard though – in 2024 alone, our Castles recycled nearly 3.3 million pounds of waste oil. That's the like saving 69,503 cubic feet of landfill space, 95,000 pounds of cardboard, and the emissions equivalent to 625 million smartphone charges, proving that simple changes can have a big impact on the environment.

While we've made the switch to producing our Crave Cases and brown paper sacks with 100% recycled materials, our New Jersey and New York City

Castles have seen the largest adjustments to food and packaging procedures, keeping sustainability at the heart of what we do. Our New Jersey and New York City Castles have eliminated plastic straws and bags. In New Jersey, we've reduced our total quantity of bags by 12% from 2023 to 2024! Recent state laws have helped accelerate these efforts in these regions, but our commitment to sustainability has always been a top priority.

Reducing food waste is an ongoing effort, and we're committed to making steady progress. We recently piloted food waste diversion programs in our Columbus and Minneapolis regions, and are currently composting food waste in our New York City Castles. In our Home Office café alone, we compost 450 pounds of food waste per month.

Our sustainable dining efforts extend beyond our Castles. The Home Office café, a fully-functional White Castle open to the public five days a week, greets visitors with reusable utensils, plates, and glasses. Additionally, automatic napkins dispensers (designed to reduce waste) are used both at the café and in Castles nationwide.

One major benefit of producing our meat and buns in-house for over 100 years is that we get to make smart decisions regarding our Plants' food waste. In 2024, we donated 1,403 tons of bread and dough from our bakeries to farms to be used in animal feed – not only reducing waste in the landfill, but also providing valuable nutrients for these animals.

By repurposing waste rather than tossing it in the trash, we can shrink landfills, conserve resources, and contribute to a healthier environment. It's a simple but impactful way to turn waste into something useful, while also reducing our overall environmental footprint.



Select Executive Council members volunteering at Lutheran Social Services of Central Ohio.



GreenSpotLight Award Ceremony.



Shining a (LED) Light

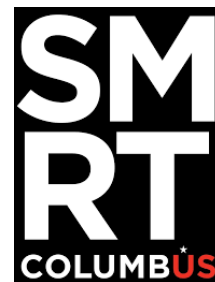
In 2023, we were honored as one of three organizations selected by the City of Columbus to receive its GreenSpotLight Award, which recognizes excellence in sustainable business practices. In addition to bringing hot and tasty Sliders to our loyal Cravers, we ensure sustainability stays top of mind in each new venture we take on. When building our new Home Office, we ensured we were creating a space that was energy-efficient and long-lasting. Not only was this beneficial financially (seeing a 19% savings in energy costs), we were also doing the right thing for our team members and the environment.

With motion sensor LED lighting, tons of natural light, high efficiency water and plumbing fixtures (resulting in a 36.1% reduction in water use), electric car charging stations, plenty of covered bike-racks, and more, we were able to secure LEED Gold Certification for Interior Design and Construction. The construction of our sustainable Home Office offered many lessons, which is why we're committed to using energy efficient lighting and appliances in retrofits and remodels of our offices, Castles, and Plants.

To further promote being Naturally Focused within our community, we also provide routine educational opportunities for our team members. For example, our annual Earth Day Fair featuring local vendors and non-profits, and sharing tips on sustainable Halloween swaps, winter reminders, and how to get back to school in sustainable style. In 2024, we revitalized our GoCastle Program for our Central Ohio team members, which offers discounted rates on public transportation through the Central Ohio Transit Authority.

Through these efforts, we're able to create a culture where sustainability resonates with all team members, and each one understands their role in making the world a more sustainable place to live.

Partner Affiliations



"By embracing a more mindful approach to living, we inspire a better future for all. These small changes we have made have opened up conversations about the why and have given our teams something to think about when they go home as well."

Zenaida Diaz
District Supervisor, New York



Even though all 10,000 of us aren't technically descendants of our founder, Billy Ingram, ask any current or former team member and they'll tell you – White Castle feels like family. This culture of acceptance and understanding has been passed down through generations of family leadership, and serves as a key ingredient in our ability to make Memorable Moments with not only each other, but also with each Craver that walks through our Castle doors.

The #whitecastleteam comes from all kinds of backgrounds, beliefs, and experiences. For over 100 years, we've taken pride in building an inclusive culture as diverse as the communities we call home. Introduced in 2017, our Diversity & Inclusion Initiative has formalized this commitment by taking direct action to provide educational opportunities, foster a sense of belonging, and create an inclusive workplace where everyone feels valued and empowered to succeed.

This mindset drives everything we do – from yearly compensation studies that ensure equitable pay for all team members to monthly cultural observances and partnerships with vendors and suppliers who share our commitment to diversity. By uplifting and honoring each individual, we can build a workplace (and world) where everyone thrives.



LEAD: Senior Director of People & Culture, Bozana Byers



"I am so grateful to work for a company that allows us to be our authentic self and embraces diversity!"

Tiffany Fizer
District Supervisor
St. Louis

89%

of team members feel people here are treated fairly regardless of their gender.

2024 Great Place to Work® Trust Index Survey™



CEO Action for Inclusion & Diversity

Established in 2017 to promote inclusion and diversity in the workplace, the CEO Action for Inclusion & Diversity provides valuable tools and collaboration opportunities to help CEOs drive change within their organizations. Along with over 2,500 other CEOs from the world's leading businesses, our CEO, Lisa Ingram, has signed the pledge to cultivate a diverse and equitable environment by listening to and sharing best practices with other organizations, expanding educational opportunities, and engaging the board of directors. By joining forces with Society for Human Resource Management (SHRM) in 2024, this has allowed for a stronger, more unified approach when advocating for workplace policies, laws, and societal changes that prioritize inclusion and diversity. As long-standing partners to both organizations, we've been able to integrate strong leadership and executive accountability with HR excellence to fuel innovation, improve team member satisfaction, and support long-term growth.



Annual Compensation Study

Despite incredible strides over the years, the pay gap continues to be a significant challenge in many workplaces – which is why we conduct an annual compensation study to ensure each team member is paid equitably, regardless of their race, gender, or age. Compensation Manager, Karen Osorio-Sanders, leads this study to ensure our policies and procedures prevent such disparity. Using statistical modeling and comparison within groups, we are happy to report that year-over-year this study results in equitable pay for all team members, in all divisions. In an effort to further transparency and this commitment, we began posting the pay rate for each Restaurant and Home Office job opening in 2023.

Partner Affiliations



Columbus
Urban League



A SEAT FOR ALL



Inclusive Education

By educating and empowering each team member, we're able to foster a workplace that values curiosity, open-dialogue, and growing together. Going beyond industry-related training sessions, our Learning & Leadership Development team hosts yearly Anti-Harassment trainings for all team members to ensure everyone feels comfortable and safe at work each day and understands the many ways we support them. With both online and in-person trainings offered, this information is readily available for anyone needing a refresher.

In order to build great teams, we must invest in the development of our leaders – which is why we host a variety of training programs that prioritize diversity and inclusion in leadership.

With 67% of all managers systemwide being women, we provide leadership development opportunities to empower and support women at all stages of their

90% of team members feel people here are treated fairly regardless of race.

2024 Great Place to Work® Trust Index Survey™

careers, including our involvement with the Women's Food Service Forum and our initiative Women of White Castle.

Women of White Castle is a six-month long development opportunity where women from each division have the opportunity to strengthen their skills, engage with executive leadership from White Castle (and beyond), exchange best practices, and develop a community of growing leaders. By working with peers in various departments throughout the organization, these women gained valuable insights from a unique set of backgrounds and expertise.

In 2023 and 2024 we organized Inclusion Training sessions with outside consulting groups for our Home Office Department Heads, which focused on Inclusive Leadership and Emotional Intelligence, respectively. These sessions provided our leaders with tangible opportunities for growth, both personally and professionally. With the opportunity to learn and collaborate, they gained practical skills that helped them become better leaders and create more inclusive, supportive teams.

Ultimately, these programs help our leaders drive positive change and create a more inclusive and stronger workplace – like a perfectly stacked 1921 Slider that gets better with each bite. Because when everyone feels heard, accepted, and valued, we all succeed.



Women of White Castle Graduation.



Anywhere Opportunities

Each month, we spotlight a cultural celebration by sharing its history and meaningful ways to honor it. With teams spread across the country, this monthly initiative provides a collective experience and brings us all together in learning and celebration. Going beyond just the classroom, Anywhere Opportunities include activities that teams can do together, like volunteering at their local non-profit, as well as independent activities like reading a great book or watching a film that brings that month's observance to life. Through our company intranet, team members share the many ways they are honoring that month's focus – posting pictures of books they're reading or team events and sharing what they've learned from this experience.

Whether it's through Castles decorations honoring our Veterans, organizing a history walk with their fellow team members to learn about Black history within their community, or simply watching a movie inspired by the iconic Mexican-American artist, Selena, for Hispanic Heritage Month, our team members have proven their commitment to celebrating diversity and fostering an inclusive culture time and time again.



New Jersey Restaurant Operations celebrating Hispanic Heritage Month.



Celebrating Dr. King's Legacy

We've teamed up with Seeds of Caring since 2020 to bring volunteer activities to children in honor of Dr. Martin Luther King Jr. 2024 marked our fourth year sponsoring the event in Columbus, Ohio, and the first year in Indianapolis. In 2023 and 2024 combined, over 2,000 kids came together to honor the life and legacy of Dr. King through service activities, like assembling dental kits for the newly housed community, and acts of advocacy, like creating "Use Your Voice" posters and having mini-protests throughout the event.

Dubbed as one of the best days of the year, our Columbus, Ohio, and Indianapolis team members relish in the opportunity to spend Martin Luther King Jr. Day volunteering, creating Memorable Moments with our community, and upholding Dr. King's principles through action.



President, Anthony Joseph, volunteering for MLK Day.



Stonewall Columbus

Starting in 1982 with only 200 guests and growing into a days-long event with over 700,000 attendees annually, Stonewall Columbus hosts one of the nation's largest Pride festivals each June, and works year-round to provide support and uplift the Central Ohio LGBTQ+ community.

It's a weekend full of fun, acceptance, and love, and we're honored to have been Gold Sponsors in both 2023 and 2024. On top of our financial contribution, our Home Office team members make a special type of contribution as well – their time. Each year, a group of team members spend the day in the hot sun setting up tents, placing way-finding signage, and directing vendors to ensure the event goes off without a hitch.



Home Office Team Members at Columbus Pride.



Hispanic Heritage Celebration

Calling all campers! Each summer, a group of Home Office team members head down to Camp Ot'y'Okwa to spend the day hiking, crafting, and mentoring in celebration of Big Brother Big Sisters Latino Week, where roughly 100 children from Hispanic/Latino low-income families attend the five-day camp. During their stay, they get to explore their interests through a variety of outdoor, science, and art activities, all while gaining valuable life skills and lessons (and friendships that last a lifetime).

After spending the morning getting to know the campers (and a traditional camp lunch fully equipped with camp songs), we lead the group in an activity. In 2023, we organized a service project and created activity bags for hospitalized children that included puzzles, games, and notes of encouragement. In 2024, we broke out the art supplies to paint kindness rocks that campers could place around camp to brighten someone's day – don't worry, the paint was environmentally friendly!

In addition to our day at camp, team members from across the nation celebrated Hispanic Heritage Month through pot lucks, Castle decorations, and participation in our monthly Anywhere Opportunities.

A SEAT FOR ALL



Days of Understanding

Each year, CEO Action for Inclusion and Diversity celebrates Days of Understanding, which encourages open dialogue about embracing differences, addressing bias, and fostering a culture of inclusion.

As part of our CEO's Pledge, we celebrate this each December as one of our Anywhere Opportunities. Throughout the month, we ask our team members to lean into our Family Inclusive value and have compassionate conversations with one another. By listening and learning about their co-workers' background, culture, and story, they're able to gain a better understanding of what makes each other unique (just like our one-of-a-kind Slider) and create a more empathetic and inclusive #whitecastleteam.



Home Office Team Members making ornaments for the Military.

555 Home Office Events

With our hybrid-work schedule, we deeply value time spent together to learn, grow, and collaborate with one another – so much so that we've ensured everyone in the Home Office is able to come together at least once a week, with our mandatory in-office day, White Castle Wednesdays. White Castle Wednesdays allow for in-person meetings, team outings, events, and special celebrations. Many of our diversity and inclusion efforts take place on these days, ensuring that everyone is able to participate and doesn't need to make special arrangements.

Each year, we organize various activities that center on diversity where Home Office team members are able to volunteer their time, learn, and have honest conversations with one another. In both 2023 and 2024, we celebrated cultural holidays, attended Big Brother Big Sisters Latino Week at Camp Oty'Okwa, helped out at the Columbus Pride Festival, honored Veteran's with a service activity, and organized an office-wide movie outing. In 2024, we grabbed some popcorn and were captivated by Coleman Domingo in *Sing Sing* – a film about an Arts Rehabilitation Program at Sing Sing Correctional Facility. Following the show, we gathered to discuss the film and the real life implications it depicts. As a second-chance employer, this film hits incredibly close to home – we are committed to embracing and supporting individuals who have faced challenges, and fostering a workplace culture that believes in potential, growth, and inclusivity for all.

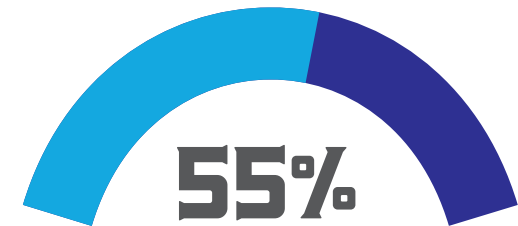
91% of team members feel people here are treated fairly regardless of their sexual orientation.

2024 Great Place to Work® Trust Index Survey™

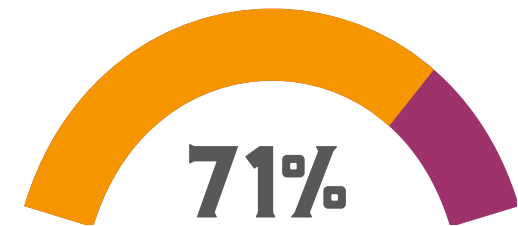
THE SECRET RECIPE: OUR PEOPLE



Overall Gender



Overall Ethnic Minorities

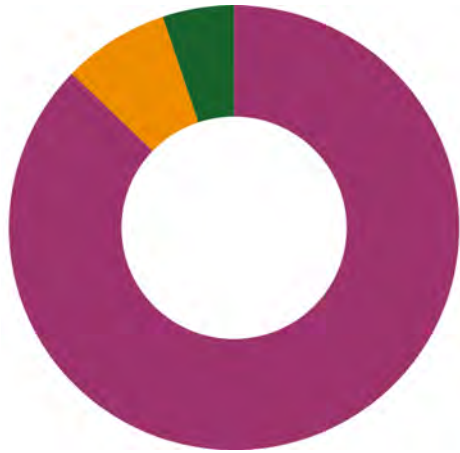


88%

of team members feel the White Castle management supports diversity in the workplace (recognizing and respecting the value of human differences).

2024 Great Place to Work® Trust Index Survey™

Senior Leadership, Home Office

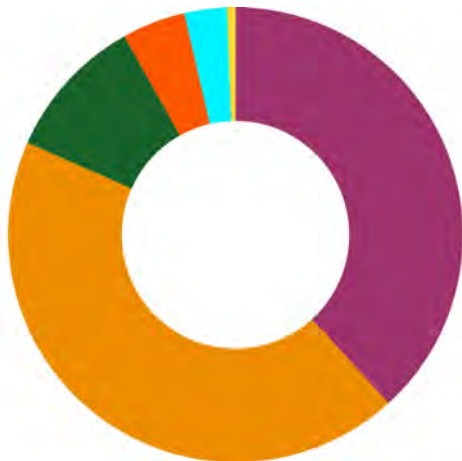


31% Female

69% Male



General Managers, Restaurant Division



79% Female

21% Male



