



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



LEADERSHIP
COUNCIL
ON LEGAL
DIVERSITY



Columbus
Urban League

STONEWALL
COLUMBUS

WFF Women's
Foodservice
Forum

CRISTO REY
COLUMBUS HIGH SCHOOL



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 Oty'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.

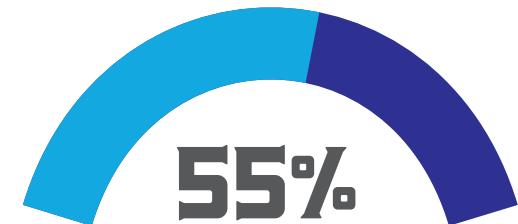
91% of team members feel people here are treated fairly regardless of their sexual orientation.

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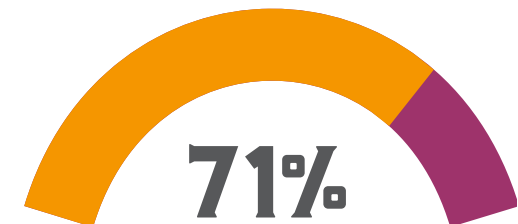
THE SECRET RECIPE: OUR PEOPLE



Overall Gender



Overall Ethnic Minorities

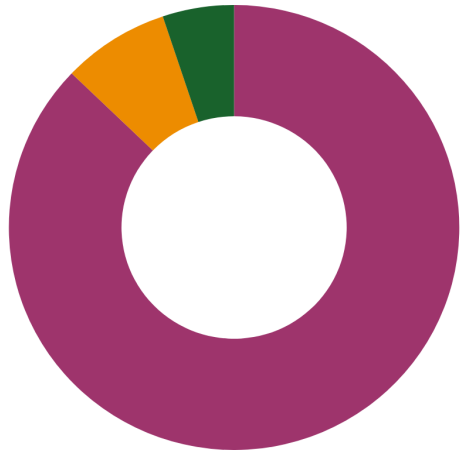


88%

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

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Senior Leadership, Home Office

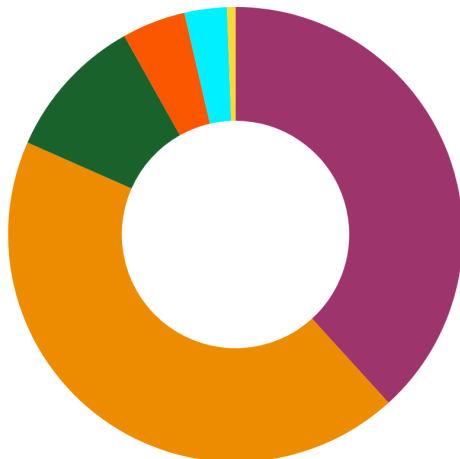


31% Female

69% Male



General Managers, Restaurant Division



79% Female

21% Male

