



Jim Evans WFA, Chair



Coley O'Brien Chief People Officer



TOPICS

- Making your Wendy's a Great
 Place to Work
- Strategic Staffing & Recruiting
- Trends in Pay & Benefits
- Legal Hot Topics with Fisher Phillips
- Union Preparedness with Fisher Phillips
- Future of Restaurant Training

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Making Your Wendy's a Great Place to Work



Making Wendy's THE place to work!



FIVE EMPLOYMENT PROMISES





HOW DO YOU EMPOWER MANAGERS TO BRING WENDY'S PROMISES TO LIFE?

ENGAGEMENT

Drivers of Engagement – US Franchise Restaurants



			Favorable	Neutral 🛑	Unfavorable	Gap	Overall	Perceptyx Overall 75th Percentile	Employer of Choice: Employee Reviews
0	l can achieve my career goals at the company. Set You Up for Success	Highly Engaged Remainder	38%	92% 33%	7% 29%	+54	74%	+1	+1
0	I feel like I really belong here at Wendy's. Feel Valued		47%	96% 38%	15%	+49	80%	+1	0
0	Wendy's cares about my health and well-being. Feel Valued		48%	93% 29%	23%	+45	78%	0	+2
0	My work gives me a sense of personal accomplish Feel Valued	hment.	51%	96% 30%	19%	+45	81%	-3	+1
0	I am paid fairly for the work I do. Feel Valued		38%	83% 23%	9% <mark>8%</mark> 38%	+45	68%	+5	+5

Top bar: Highly Engaged (9,680) Bottom bar: Remainder (4,909)





Most Improved/Declined – US Franchise Restaurants



Absolute Color Code	● 100% - 80% ● 79%	- 60% 🛑 59% - 40% 🛑	39% - 20% 🛑 19% - 0%
Most Improved	Overall	2023 VOW	∆ 2023 VOW
Wendy's provides a clean space to work. Proud to Work Here	91%	89%	+2
Overall, I am satisfied with my job. Overall Engagement	85%	83%	+2
Our company provides a safe work environment. Proud to Work Here	91%	90%	+1
In our team, we consistently focus on growing the Wendy's business. Proud to Work Here	88%	87%	+1
I feel good about the ways we contribute to the community. Proud to Work Here	86%	85%	+1

Most Declined	Overall	2023 VOW	∆ 2023 VOW
When I do an excellent job, my accomplishments are recognized. Feel Valued	79%	81%	-2
I would recommend the company as a great place to work. Overall Engagement	82%	83%	-1
 My work gives me a sense of personal accomplishment. Feel Valued 	81%	82%	-1
All employees are valued equally regardless of differences. Feel Valued	82%	83%	-1
At Wendy's, diversity is valued. Feel Valued	87%	88%	-1



Perceptyx

What 3-5 words would you use to describe our company's culture?

Top Occurrences	
friendly	2417 (21%)
fun	2142 (19%)
good	1735 (15%)
fast	1175 (10%)
family	1157 (10%)
teamwork	1122 (10%)
quality	856 (7%)
clean	839 (7%)
great	826 (7%)
nice	722 (6%)
caring	610 (5%)
team	610 (5%)
helpful	589 (5%)
respect	584 (5%)





HOW DO YOU KEEP YOUR TEAM MOTIVATED & EXCITED?

PANELISTS



Dr. Beverly Stallings-Johnson Chief Culture, Equity and Inclusion Officer



Tammy Branham Vice President, U.S. Company Operations



Sean Niklas President, Saren Restaurants



Lou Meyer Senior Vice President, Briad



Donald Cuito Company District Manager, Ft. Lauderdale, FL









FINDING TALENT ONLINE & ONSITE

TODAY'S SPEAKERS



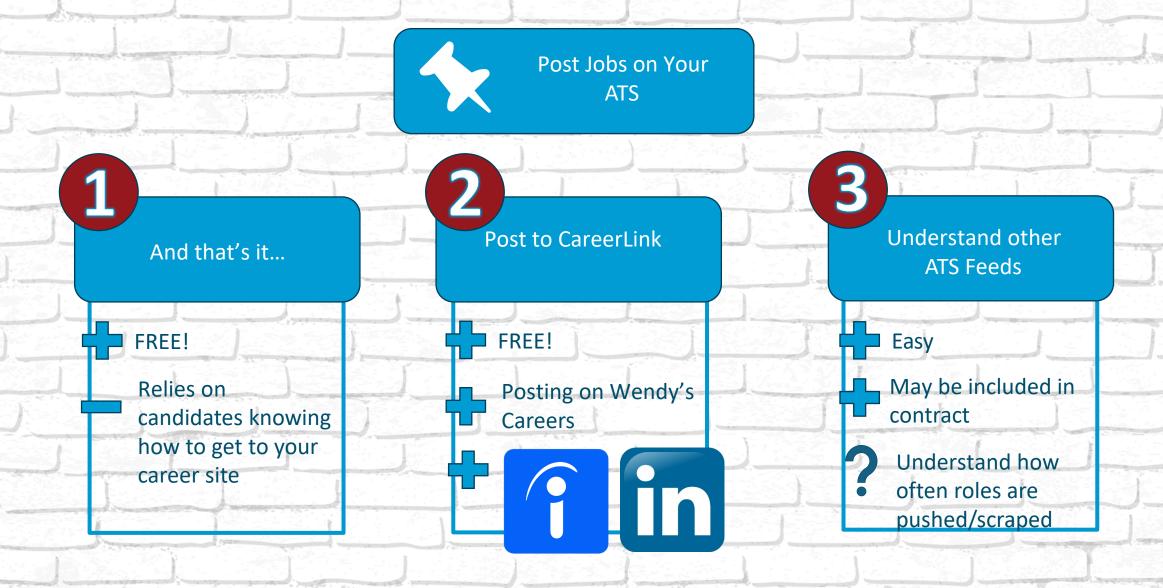




Bailey Capper Director, Talent Acquisition Wendy's Nicole Aqshlomo Strategic Accounts Manager Indeed Josh Shapiro Strategic Accounts Manager Indeed

Samone Brumfield Manager, Customer Journey Wendy's

GET YOUR JOBS ONLINE!



JOB POSTING VS. A JOB DESCRIPTION

WHY WENDY'S

Overview:

In this role, you will provide customer service, ensure food and drinks are served accurately and see to the overall satisfaction of our customers. To succeed in this position, you will be courteous, friendly, and fast, with a positive attitude and strong work ethic. This position offers great incentives and opportunities for advancement.

We're looking for team players who can take and receive direction well and accomplish many tasks during one of our action-packed shifts. Whether you're wearing a headset and manning the drive-thru, greeting customers and running the register, preparing menu items, loading stock or keeping the restaurant clean and inviting, your accuracy and attention to detail are qualities that will





WHY WENDY'S

WHY WENDY'S?

As a Crew Member at Wendy's, you're part of the family from Day 1.

We get you. We got you. Here's what you can expect as a Crew Member on our team:

- Perks FREE MEALS while you're working, 401(k) and employee assistance program for all employees. Plus PTO and healthcare benefits for qualifying employees
- Career Growth Wanna move up? We have opportunities to grow within and beyond our restaurants
- Flexible schedule Full-time, or just a few hours a week? We have a schedule to fit your needs





NICOLE AQSHLOMO

JOSH SHAPIRO

Strategic Account Managers

We help people get jobs.





350M

Unique users per month¹

60+

Global reach of over 60 countries

3.5M+

Companies use Indeed to hire 23

Hires made on Indeed every minute²





The Basics

0	

Search results are based on relevancy to the jobseeker search, time and budget.



Indeed indexes jobs across the internet:

- Employer careers sites (Wendys-careers.com)
- Recruitment agencies
- Job boards



Employers can post 'hosted' jobs manually on Indeed as required too.

Q wendy's crew	City, state, zip code, or "remote"			
Date posted Pay Pay Lob type Encouraged to apply	Location Company Posted by Experience level			
wendy's crew jobs Sort by: relevance - date 300+ jobs Hiring multiple candidates Restaurant Manager Wendy's Bryant Restaurants Southport, NC 28461 \$13 - \$16 an hour Full-time Monday to Friday +6	Restaurant Manager Wendy's Bryant Restaurants 5140 Southport-Supply Road SE, Southport, NC 28461 \$13 - \$16 an hour - Full-time Apply now			
 Easily apply Manages crew employees in a manner that maximizes retention. Executes the restaurant's Human Resources programs for crew employees. Active 3 days ago <u>View similar jobs with this employer</u> 	Profile insights Here's how the job qualifications align with your profile ☑. Image: Construct on the provided of the prov			
Crew Member : Wendy's 3.1★ : Clinton, MO 64735 : \$13 - \$16 an hour Full-time +1 Holidays +1 ► Easily apply	Sales Restaurant management Do you have experience in Sales? Yes No Skip Job details			
 SEEKING FULL AND PART-TIME CREW MEMBERS: Highly competitive pay with HUGE growth potential. Insurance and 401k for full-time employees (eligible after one-year Posted 25 days ago	Here's how the job details align with your profile 2. Pay \$\$13 - \$16 an hour \$\$			
View similar jobs with this employer	Job type			

Wendy's 🚳

Non-Sponsored Jobs (Organic)

- Free of charge listings.
- Jobs fall back and lose visibility.

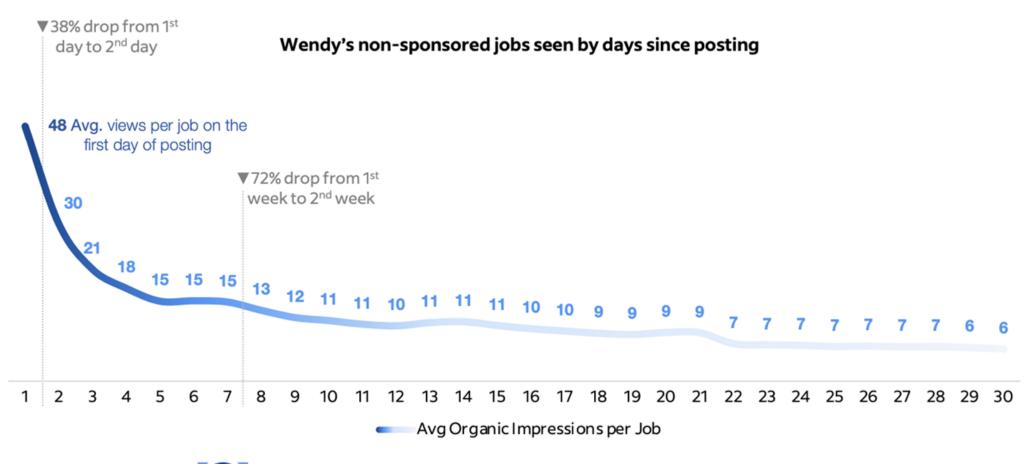
11 jobs are added to Indeed
 every second¹

Source: Indeed Data (WW) 2023

	Q wendy's crew		City, state, zip code, or "remote"	Se
Date posted 🔻	Pay 🔹 Job type 🔹 Encoura	ged to apply Location	on Company Posted by Experience	:e level 🔻
wendy's crew jobs				
Sort by: relevance - date		300+ jobs 🕜 Re	staurant Manager	
Hiring multiple candidates Restaurant Manag Wendy's Bryant Restauran Southport, NC 28461	-	5 14 \$13	ndy's Bryant Restaurants 亿 O Southport-Supply Road SE, Southport, NC 2846 - \$16 an hour - Full-time pply now 디 되 되	51
\$13 - \$16 an hour Full	-time Monday to Friday +6			
	ees in a manner that maximizes retention. at's Human Resources programs for crew en	Here	ofile insights 's how the job qualifications align with your profile 2. Licenses ✓ Driver's License ✓ Skills	
Crew Member Wendy's 3.1 ★ Clinton, MO 64735 \$13 - \$16 an hour Full	-time +1 Holidays +1	:	Sales Restaurant management Leadership Do you have experience in Sales? Yes No Skip	<u>+ sho</u>
 Easily apply SEEKING FULL AND PA Highly competitive pay 	RT-TIME CREW MEMBERS: with HUGE growth potential. full-time employees (eligible after one-yea	Here	b details 's how the job details align with your <u>profile</u> ☑. Pay ⊘ \$13 - \$16 an hour ∨	
View similar jobs with this	<u>; employer</u>	â	Job type	



In 2024, Wendy's non-sponsored job titles lost visibility quickly, slowing the job seeker flow to your talent pool.



With non-sponsored jobs, your jobs fall back in search results rapidly as new jobs are added onto Indeed every second.





As a leading global matching and hiring platform, we offer strategic benefits to strengthen your recruitment 88

Offer industry and job title insights to help make competitive decisions

Share market insights to build location-specific strategies



Help drive brand awareness to reach and attract talent globally



Provide data and insights on performance to understand ROI



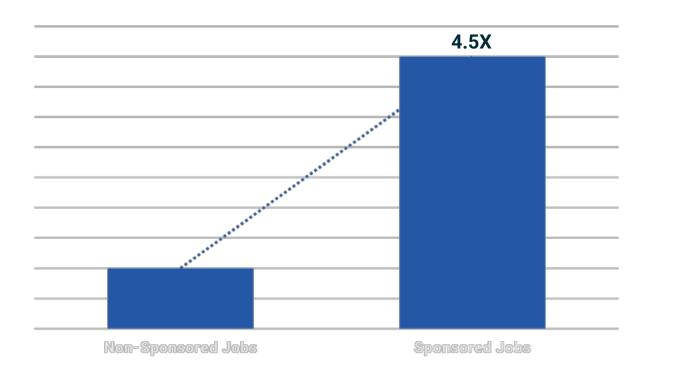
Optimize budget with flexible pricing that delivers measurable results







Sponsored Jobs are **4.5X** more likely to result in a hire¹



Increase visibility of your job posts in search results

Gain access to job seekers on both Indeed and Glassdoor

Only pay when potential candidates actively engage with your job



Sponsored Jobs deliver **60% more applicants** on average than non-sponsored jobs¹



Indeed data: ¹WW, ²US. Reference the <u>Free vs Sponsored Jobs on Indeed</u> article to learn how to post a job and when to sponsor.





Sponsored Jobs Cost

- Indeed's Sponsored Jobs are a pay-for-performance model.
- Employers **only** incur costs when potential job seekers engage with their job postings.
 This can include actions such as **clicks or started applications** from intentional jobseekers.
- Indeed will recommend a budget for your job depending on your hiring needs. We take into account the local market conditions in your area, as well as the job title and location for your job post to determine pricing. You can adjust as you see fit.
- Always see the price upfront before sponsoring and can easily adjust the time frame/pause/close the job when you need.
- Indeed has no contracts and you pay as you go





Should you post for free or sponsor your job?

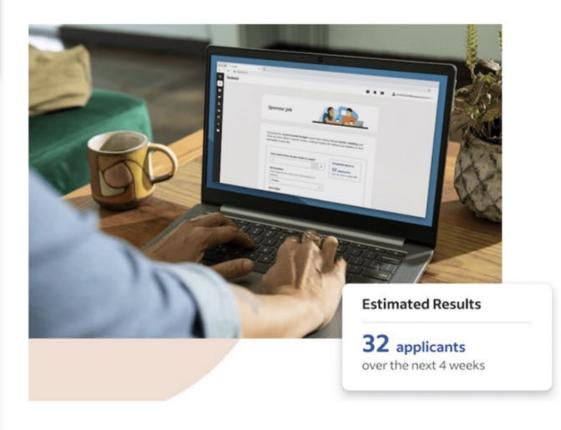
- How quickly do you need to hire?
- How many people do you want to hire for the job opening?
- Is it a hard-to-fill position?
- New store opening?
- Are you hiring in a competitive market?
- Is it an underperforming organic (free) job?





Example Budget Recommendations

Job Title	Monthly Budget
Crew Member	\$75 - \$200
Shift Manager	\$150 - \$250
Assistant Manager	\$200 - \$300
General Manager	\$250 - \$350



Work with your Wendy's Indeed Rep for your specific hiring needs/store







Let us help connect you with the right talent.

Here are some benefits of working together:

01

Access flexible campaign management and pay-for-performance products

02

Self-serve market and candidate insights to make informed decisions

03

Measurable results and recommendations within an Employer Dashboard

04

An account team focused on planning and strategy, using real-time data and market insights

indeed







Find out how you compare to the competition

Identify top competitors for the talent you're trying to hire, view similar job listings and evaluate salary ranges.



See what attracts your ideal candidates

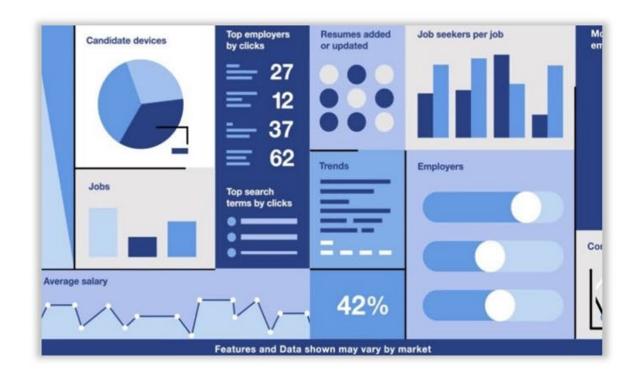
View potential candidates and the search terms they use so you can optimize your job descriptions.



Visualise labor market data and trends

Use interactive charts to view how markets are changing over time. Easily share reports in PDF format.

Indeed Hiring Insights









Employers are making outbound sourcing a pillar of their hiring strategy

Reactive: Inbound sourcing

Wait for candidates to apply to your jobs

Proactive: Outbound sourcing

Search and connect with candidates







Outbound sourcing can be the difference in how you hire

On average, you're over twice as likely to hire a candidate via outbound sourcing¹

Speed to connect	Quality of candidates	3	Efficiency of workflows	88
Reduces time spent waiting	Targets job seekers who		Screens out candidates who	
for applicants and accelerates	meet your criteria and		aren't a fit to make the most o	f
your time to hire	diversifies your recruiting		your time, budget, and	
	pipeline		processes	



Whether for speed, quality, or efficiency, many recruitment tools are integrating AI to improve the job seeker and employer experience.





Proactively search a database of 295M resumes worldwide¹

- + Unlock access to resumes spanning different industries, skills, and education levels
- + Filter and refine by job titles, previous employers, recent activity, and availability
- + Use Boolean search for hard-to-fill roles
- Connect with the right, responsive candidates who match your job post criteria
- + Send custom, Al-powered messages to reduce time and manual effort it takes to contact candidates
- + Create Projects to organize sourced candidates

In the United States, there are **10.5M resumes** added or updated every month on Indeed.²

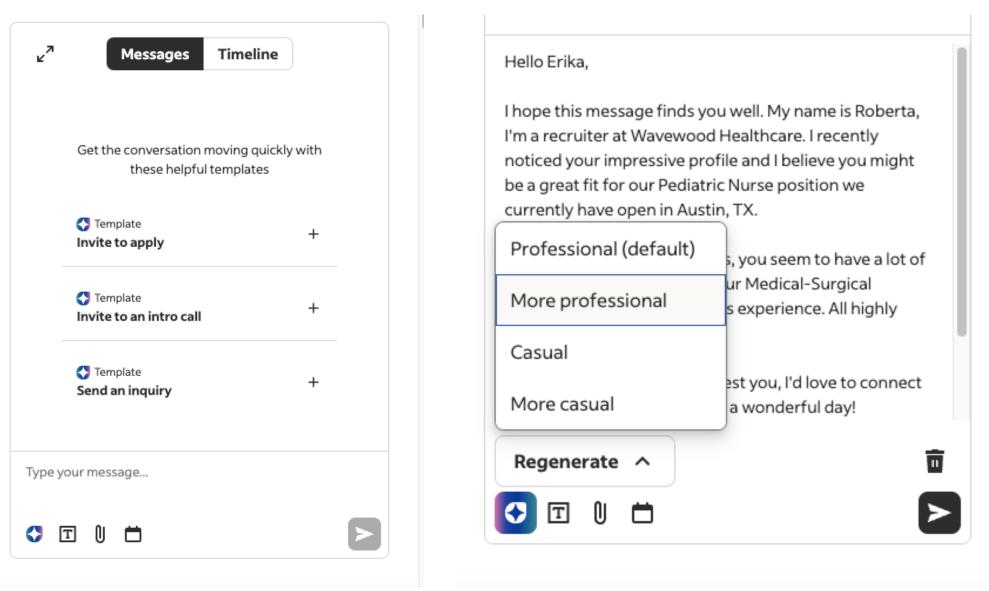
Introducing

Smart Sourcing

≡ îndeed	ł	🜒 Help 🌲 Notifications 🔛 Messag	es 🗈 Champion Healthcare Owner journaljictumpionhealthcare.com	na@championhealthcare.com
+ Smart S	Sourcing Find candidates Pro	jects Saved searches Templates Integra	ations Scontacts remaining + $+^*_*$ 5 d	lays left in trial Post a job
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Phone calls 1	•	Pediatric Registered Nurse Bacolod City Health Office, 2020 - present Charge Nurse Scripps Hospital - 2018 - 2020	Education Bachets's Degree, Blue River College License and certifications RN BLS Compact State Nurse License Skills EMR systems Nursing Vital signs	Message
SH5 Sheri nervaşal (r.) ary Senike 🗣 Ablar ar famer military (r.) ret Birclanar (karar banna (r.) Gradutar kara banna (r.) disatlar	laire Thompson • Austin, TX mucts 🕈 Active today	Pediatric Registered Nurse Gordonia Valey Heads, 2020 - present Registered Nurse Maximo Hospital, 2018 - 2020	Education Bachelor's Degree, Central College Licenses and certifications 811 81.5 Compact State Horse License Skills EMR systems Hursing Vital signs	Message
Cardiac Surgery Centification (1) CNOR (1) PALS (1) CLARE (1) TNS (1)	liranda Moon • Austin, TX mets S Advetoday	Nurse Twefth Avenue, 2015 - present Home Health Nurse Beta Hwanth care - 2012 - 2020	Education University University NN BLS Compact State Name License	Message



AI-Powered Messaging



Indood



Smart Sourcing Standard Subscription

For intermittent or low-volume hiring needs



\$120 /month **\$1,150** /year

- ✓ 30 contact credits per month
- $\checkmark\,$ Contacts roll over for 6 months
- $\checkmark\,$ AI-powered messages and candidate highlights
- $\checkmark\,$ Access candidate matches in active Projects
- $\checkmark\,$ Create and use contact templates
- ✓ Automatic email reminders to unresponsive candidates
- ✓ Unlimited search
- $\checkmark\,$ Reassign subscription one time per month
- ✓ Complimentary customer support



Wendy's 🚳

Smart Sourcing

Professional Subscription

For high-volume hiring needs

New Store Opening? Need GM's? Try it out for a month and see yourself!

\$400 /month \$3,840 /year

- \checkmark 100 contact credits per month
- \checkmark Contacts roll over for 6 months
- \checkmark AI-powered messages and candidate highlights
- \checkmark Access candidate matches in active Projects
- $\checkmark\,$ Create and use contact templates
- $\checkmark\,$ Automatic email reminders to unresponsive candidates
- \checkmark Unlimited search
- $\checkmark\,$ Reassign subscriptions four times per month
- \checkmark Complimentary customer support
- \checkmark Contact candidates in bulk
- ✓ Shared contact access
- $\checkmark\,$ Advanced filters like relocation and last active date
- $\checkmark\,$ Send SMS messages to candidates who've opted in
- \checkmark ATS integrations



Connect with your Wendy's Indeed Representative











Thank you



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SAMONE BRUMFIELD

Manager, Customer Journey

THE FAN/RESTAURANT TEAM EXPERIENCE IS MORE IMPORTANT NOW THAN EVER BEFORE



Daily Employees

will impact the experience of...

70M

Monthly Consumers



THE EXPERIENCE WE PROVIDE IN OUR FIRST INTERACTION IS MORE IMPORTANT NOWTHAN EVER BEFORE

310K

New Hires Each Year



*P5 2024 Company Restaurant Crew + Team Trainer Turnover



WE HEAR YOU...







WHAT & WHERE

Customizable Collection of Assets are available: WeConnect > Great First Impressions

Message Focus: Career Progression & Flexibility Most Impactful Asset: Bag Stickers





RECRUITING







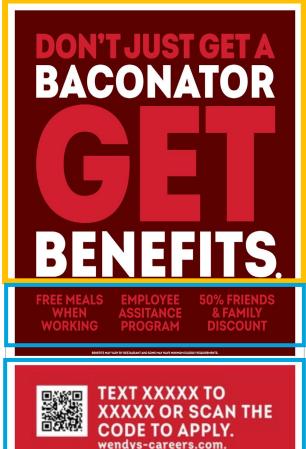
RECRUITING





Customizable Sections

dedicated to delivering key details to candidates





TEXT XXXXX TO XXXXX OR SCAN THE CODE TO APPLY. wendys-careers.com.

A FROSTY

SCHEDULE.

RECRUITING ASSETTIMELINES

AVAILABLE TODAY! 2022 We Got You Creative Assets available via WeConnect

AUGUST 2024

TBA

2024 Collateral Refresh available via RRD's CustomPoint Available at MasterCraft Printing - TBD

BYNDER DIY + Print Ready Assets



RECRUITING





Consumer & Competitive Research Consumer Merch + Message Research

EVP Development Refreshed Career Site + 2025 Collateral

Release

On & Off-Premise DIY + Vendor Supported 



PAY & BENEFITS



Confidential & Proprietary

54

EMPLOYEE PREFERENCES TO JOIN & STAY





EMPLOYEE PREFERENCES BY AGE BRACKET





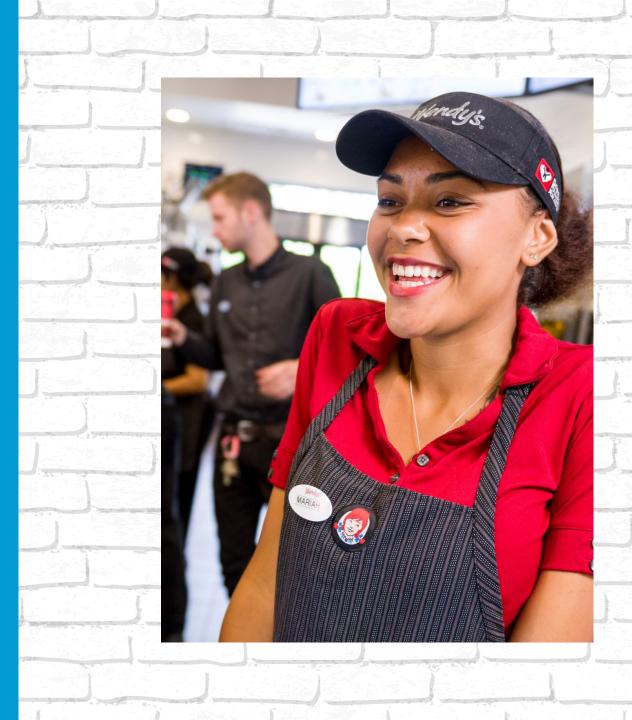
Younger employees have high concerns over expenses and debt – which become less important for older workers where retirement concerns reign supreme

Job security **C**× emerges as a top concern for employees age 35-64

18-24	25-34	35-44	45-54	55-64	65+
Covering monthly expenses	Covering monthly expenses	Covering monthly expenses	Ability to retire	Ability to retire	Ability to retire
Mental / emotional health	Mental /emotional health	Mental / emotional health	Covering monthly expenses	Physical health and fitness	Physical health and fitness
Workload / life balance	Workload / life balance	Workload / life balance		Workload / life balance	Workload / life balance
		Job security	Job security	Covering monthly expenses	Covering monthly expenses
Personal fulfillment and purpose	Personal fulfillment and purpose	Physical health and fitness	Workload and life balance	Job security	Pace of life / free time

EARNED WAGE ACCESS

- Access a portion of pay before regular paycheck
- Inflation, preferences, and 'gig economy'
- Not limited to QSR
- Consider fee structures



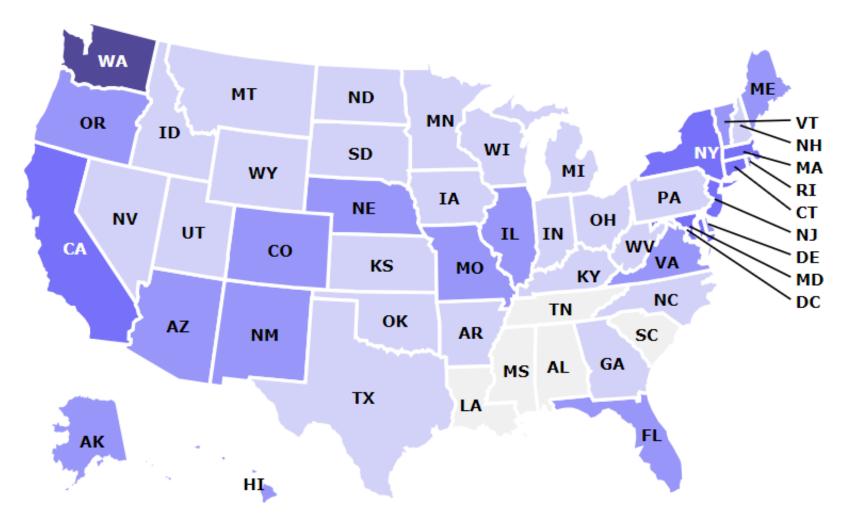


PAY TRANSPARENCY

- State or local laws that require some level of pay transparency
- 'Transparency' typically means posting pay ranges with job requisitions but can vary
- At least 10 states today, with many proposals in progress
- Education is key

RISING MINIMUM WAGE





PAY & BENEFITS CHALLENGES IN TODAY'S MARKET



PANELISTS







David Antis WTC Ventures

Ron Ross RDR Foods

<image>

Kevin Woodside Wenesco

EXIT SURVEY





WFA People Summit

DTFA Update



Rita L. Soronen, President & CEO July 23, 2024



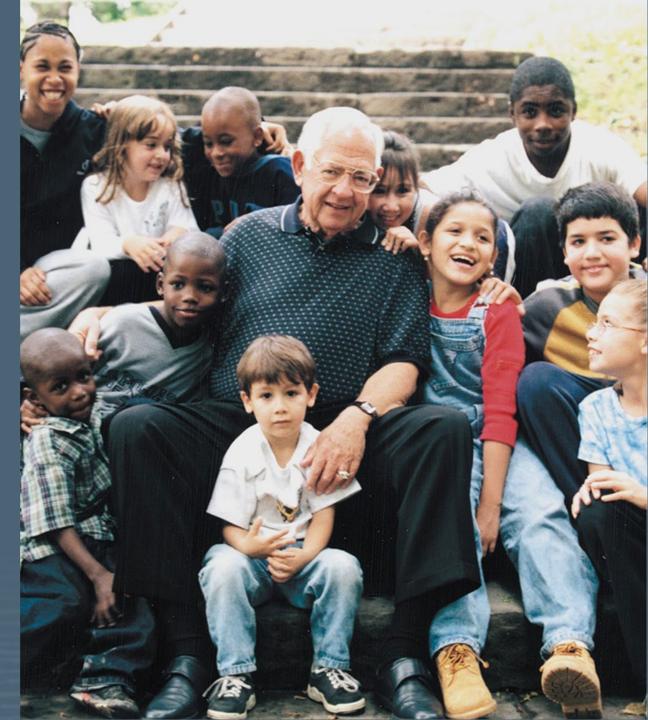
Dave Thomas Foundation *for* Adoption[®]

Forever Families for Children in Foster Care

Dave Thomas Foundation for Adoption

- Founded in the US by Dave Thomas in 1992; launched independent DTFA-Canada in 2004
- Mission: Dramatically increase the number of adoptions of children waiting in North America's foster care system
- Vision: Every child will have a permanent home and loving family





More Americans Consider Building Their Family **Through Adoption**

According to a national survey conducted by The Harris Poll on behalf of the Foundation:

of U.S. adults, who have not adopted, have considered adoption.



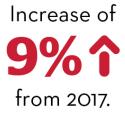


Of those individuals,

have considered foster care adoption. Increase of 3%↑ from 2017.

Every Child is Adoptable

67% of U.S. adults believe every child is adoptable.



We Should Do More

75% of U.S. adults said that society should be doing more to encourage foster care adoption.

Increase of 11% from 2017.



Source: 2022 U.S. Adoption and Foster Care Attitudes Survey

In North America

430,000+ children

are in foster care

140,000+ children

are waiting to be adopted

20,000+ children

age out of care every year without a family





For every young person who ages out of care, taxpayers pay **\$300,000** in social costs (public assistance, lost wages, systems involvement)

Impact of Aging Out of Foster Care

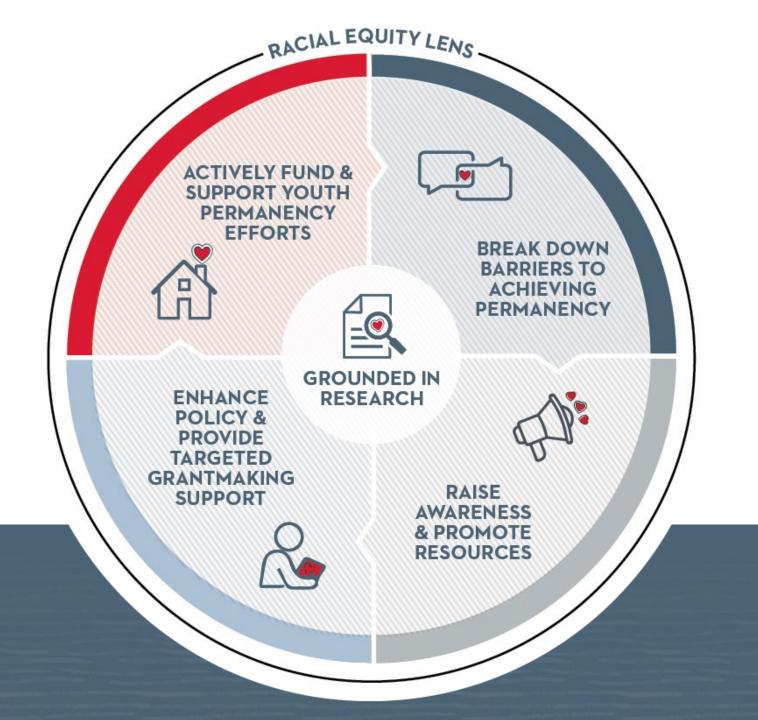
Without the support and safety net of a permanent family*:

- **1 in 5** youth will be homeless after age 18
- Only **50%** will be employed at age 24
- Less than 3% will earn a college degree
- 70% of former female foster youth will be pregnant by age 21
- 1 in 4 youth will experience post-traumatic stress disorder (PTSD), equal to or higher than U.S. military veterans

***Source:** Jim Casey Youth Opportunities Initiative, Cost Avoidance: The Business Case for Investing In Youth Aging Out of Foster Care, 2013



STRATEGIC PRIORITIES









Dave Thomas Foundation for Adoption[®]

Wendy's Wonderful Kids[®]



Dave Thomas Foundation *for* Adoption[®]

Wendy's **Wonderful Kids**®

THIS MODEL IS UP TO

MORE EFFECTIVE* at serving children who have been in foster care the longest.

*Source: The Impact of Child-Focused Recruitment on Foster Care Adoption: A Five-Year Evaluation of Wendy's Wonderful Kids, Child Trends, Washington, D.C. (2011)

Expansion to Date

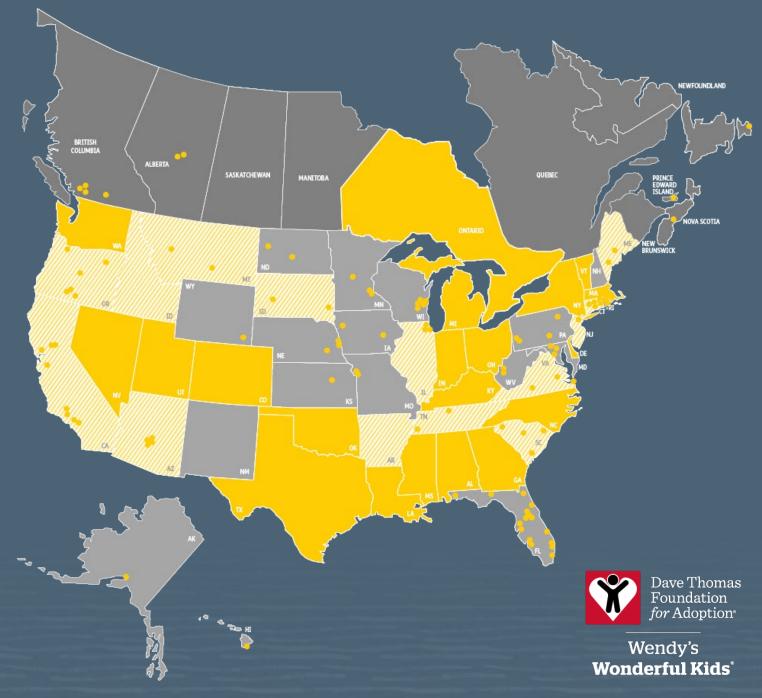
(as of 5/30/24)

20 states & provinces scaled/scaling







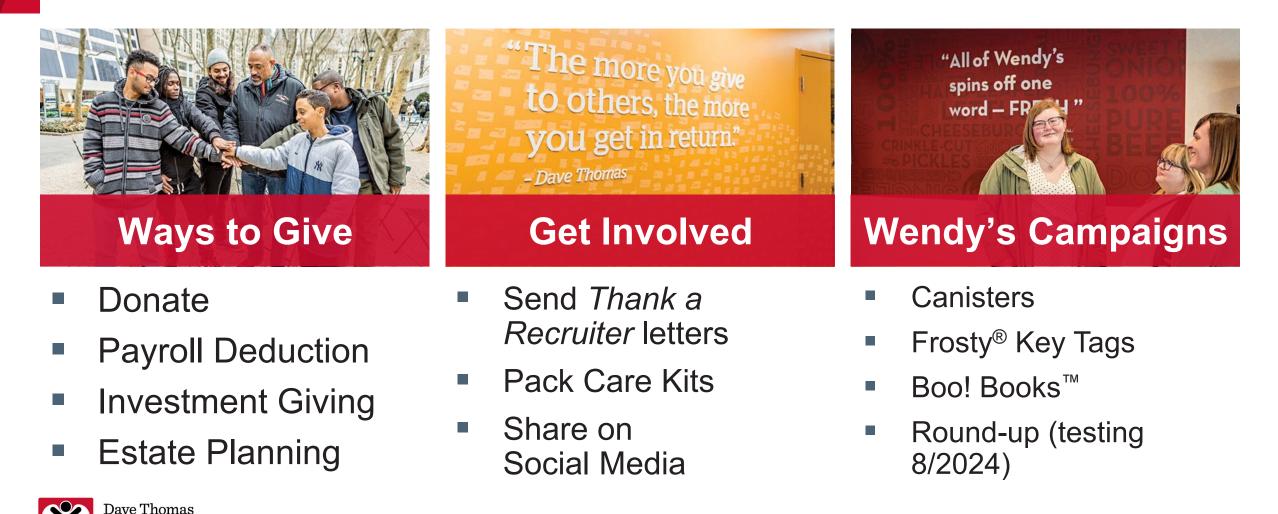


Kenya's Story



Ways to Support our Mission

Foundation for Adoption[®]



Thank you!

"These children are not someone else's responsibility. They are our responsibility."

~ Dave Thomas



davethomasfoundation.org rita.soronen@davethomasfoundation.org 614.595.1564 (call/text)



Dave Thomas Foundation *for* Adoption[®]

Forever Families for Children in Foster Care



Amanda Kanai

Director **HR US Field Operations**



WENDY'S PEOPLE COUNCIL

- 8-12 participants
- 1 year commitment
- Meet at least quarterly to actively prepare council meetings and topics for forum webinars
- Span geography and size
- Complete interest form for selection process

PEOPLE SUMMIT FORUMS

Start

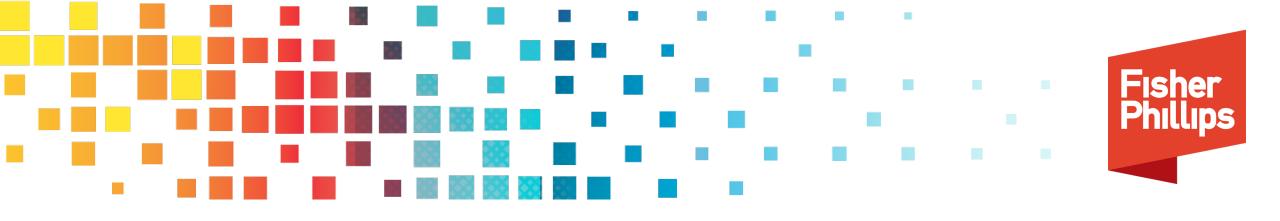
- Webinar based
- 2 times year
- Topics aligned on by council
- Targeting first one by end of this year

Interest Form



© 2024 Quality Is Our Recipe, LLC





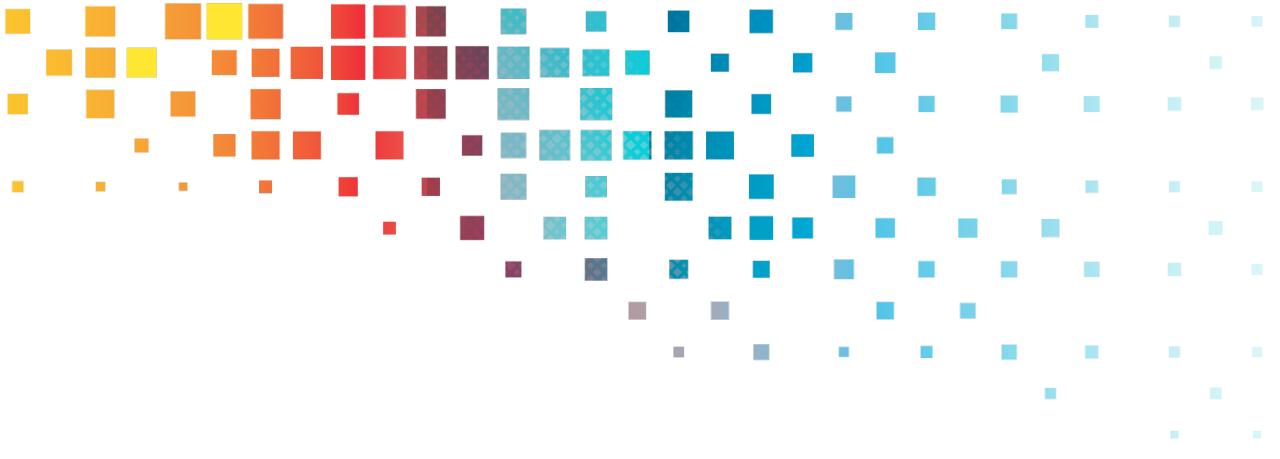
Legal Hot Topics



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Robert M. Robenalt Attorney at Law | Columbus, OH (614) 453-7611 rrobenalt@fisherphillips.com



Youth Employment





Increased DOL enforcement activity – mostly "hours worked" and hazardous equipment Y 2022 violations 835 cases 3,876 minors working in violation FY 2023 955 cases 5,800 minors working in violation

The FLSA and Youth Employment

- FLSA protects young workers by limiting:
 - The number of hours they may work
 - The times of day they may work
 - Types of jobs they may work

- FLSA FAIR LABOR STANDARDS ACT
- Minimum Age Standards (non-agricultural)
 - 18 years of age minimum age for employment in occupations determined by the Secretary of Labor to be *hazardous* to the health and well-being of children
 - 16 years of age minimum age for employment in *non-hazardous* occupations
 - 14 years of age minimum age for employment in certain limited occupations, with restrictions on hours per day/week

Work Permits/Age Certificates

- Work permits and age certificates are not required under the FLSA, but many states require them for workers of certain ages
- Work permits are usually issued by the local school authority or the state labor department
- A valid, unexpired federal certificate of age or a certificate issued by a state DOL provides proof that a minor is at least the minimum age to work in a particular occupation
- May provide a defense to a claim for child labor violations

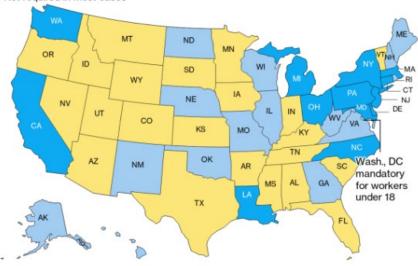
State Law and Youth Employment

- Many states also have regulations governing workers under the age of 18 that can be more restrictive than FLSA
 - Maximum Hours
 - Meal Periods
 - Rest Breaks
 - Type of Work Performed
 - Stricter Penalties
 - Wage Requirements
 - Work permits/Age certificates

Work Permits for Minors

States vary, in absence of federal law

Mandatory for workers under 18 Mandatory for workers under 16 Not required in most cases



WHEN STATE AND FEDERAL LAWS DIFFER, THE LAW PROVIDING GREATER PROTECTION TO THE **MINOR PREVAILS!**

Source: Bloomberg Law analysis Note: Other rules not shown, e.g. age checks or permits to work in school hours

Bloomberg Law

Potential Consequences Could Be Significant

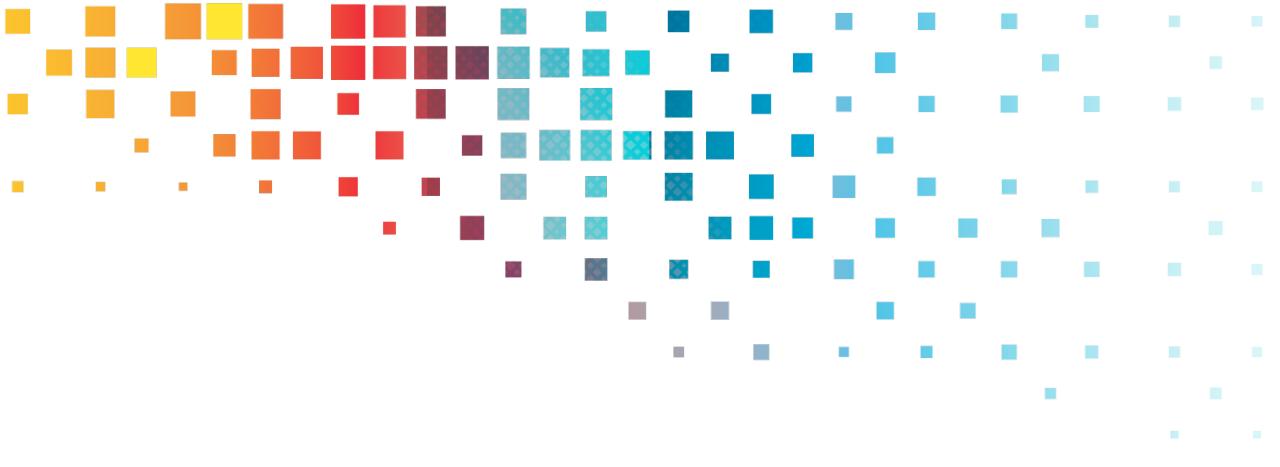
- Burdensome Investigation
 - Document production, witness interviews, re-inspection, etc.
- Financial Penalties
 - Federal up to \$11,000 per employee/violation (could be doubled if willful or repeated)
 - State could bring additional and/or stiffer penalties
- Other costs (ex. Legal or other expert advice)
- Employee Relations
- Customer/Media Relations
- Business/Brand Reputation



Tips On How To Stay Compliant

- Prohibition on Employing Minors Under 16 Years Old
- Clear Policy on Employing Minors Separate Orientations
- Managerial Training Document all Training
- Regular Internal Audits
- Engage legal counsel





Wage and Hour



New Federal OT Rule

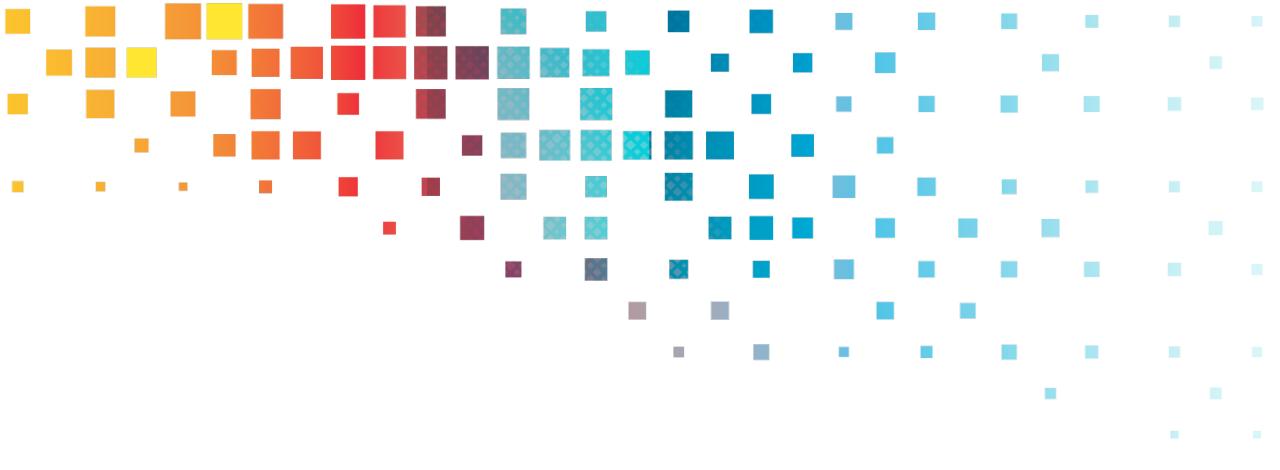
Released April 23, 2024 – Effective July 1, 2024 & January 1, 2025

- Raises the minimum salary threshold for the FLSA "white collar" exemptions – executive, administrative, and professional
 - 1. Was \$684/week (\$35,568 annualized)
 - 2. First increase to \$844/week (\$43,888 annualized)
 - 3. Second increase to \$1,128/week (\$58,656 annualized)
- Highly Compensated Employee exemption threshold go up as well – to \$151,164 by 2025

Note: A federal district court in Texas issued a ruling on June 28 that temporarily halts the new federal overtime rule <u>only as it</u> <u>applies to the State of Texas as an employer.</u>

New Federal OT Rule

- To qualify for these exemptions, employees must meet three criteria:
 - Be paid on a salary basis;
 - Be paid at least the designated minimum weekly salary; and
 - Perform certain duties.
- The salary threshold will be automatically updated every three years starting on July 1, 2027.
- It is important to remember that other jurisdictions can have higher, stricter, or different wage and hour requirements.

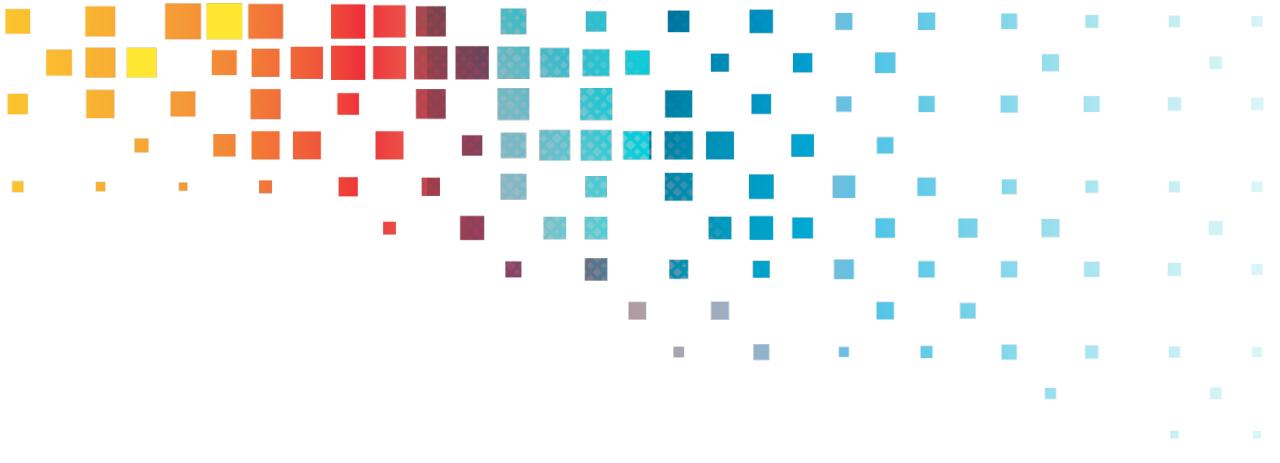


Equal Employment Opportunity Commission (EEOC)



EEOC Statistics – FY 2023

- EEOC's FY 2023 budget increased \$35M
- EEOC filed 143 new employment discrimination lawsuits in FY 2023 – up 50% over FY 2022
- Retaliation is still the most common Charge filed up 27% from FY 2022
- Released April 30, 2024 First guidance from the EEOC on harassment since the 1990s

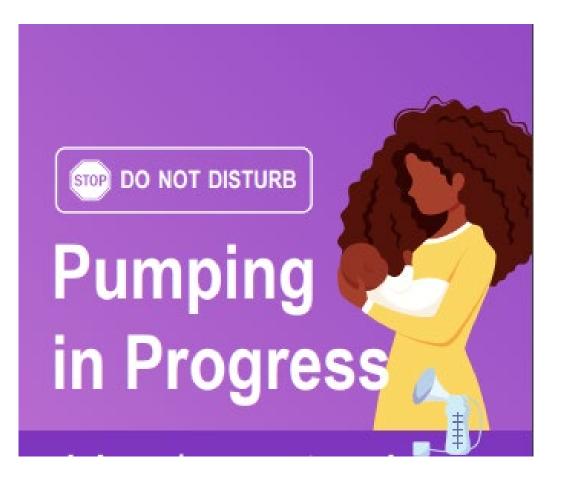


The PUMP ACT and the PWFA



PUMP Act

- "Providing Urgent Maternal Protections" for Nursing Mothers Act.
- Effective April 28, 2023.
- Requires employers to provide time and space for breastfeeding parents.

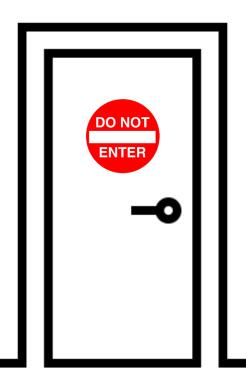




- Affordable Care Act ("ACA") already required employers to provide reasonable time to express breast milk and a place for pumping, other than the bathroom, that is shielded from view and private.
- It extends these rights to all breastfeeding employees for the first year of the baby's life – no longer excluding most salaried employees.
- Additionally, time spent to express breastmilk must be considered "hours worked" if the employee is also working.

PUMP Act and QSRs

- The DOL's guidance reminds employers that the Act does not require a *permanent* space for the expression of milk.
- The DOL has provided that employers may use a temporary, screened-off space in a storage room or office with a table and chair and appropriate signage to warn others the space is restricted.
- Employers should be sure to cover up or unplug video surveillance.



Pregnant Workers Fairness Act



- Requires employers to consider employee and applicant accommodation requests related to pregnancy, childbirth, or related medical conditions the same way you consider requests for accommodation related to disabilities under the ADA (i.e. through an "interactive process").
- The PWFA applies to employers with 15 or more employees.
- Effective June 27, 2023.

Pregnant Workers Fairness Act

- The law prohibits employers from placing an employee impacted by pregnancy, childbirth, or related medical conditions on a leave of absence – paid or unpaid – when a different reasonable accommodation option is available.
- Example accommodations:
 - allowing workers to sit or drink water;
 - providing closer parking spaces;
 - offering flexible working hours;
 - providing appropriately sized uniforms and safety apparel;
 - allowing workers additional break time to use the bathroom, eat, and rest;
 - excusing workers from strenuous activities or activities that involve exposure to compounds not safe for pregnancy; and
 - giving leave or time off to recover from childbirth.

Violence in the Workplace



Violence in QSR – a Growing Issue

- The Service Employees International Union (SEIU) conducted a study that called into question the growing violence in the fast-food industry:
 - The report focused specifically on four fast food chains various locations in California's nine most populous cities.
 - Between 2017 and 2020, these fast-food restaurants were the sites of at least 77,000 violent or threatening incidents.
- California Workplace Violence Prevention Plan requires employers to:
 - Create and implement a written Workplace Violence Prevention Plan
 - Train employees and supervisors on workplace violence matters
 - Create and maintain a violent incident log
 - Keep records of all training and violent workplace incidents that occur.
 - Other states are likely to follow suit CT, IL, MD, MN, NJ, OR, & WA have laws requiring employers to implement some type of workplace violence prevention program.

Remember the "3 P's"

Place

- Is your restaurant in a high-crime area?
- If so, consider increased security and safety measures such as cameras, lighting, cash control procedures, exit controls, signs, etc.

People

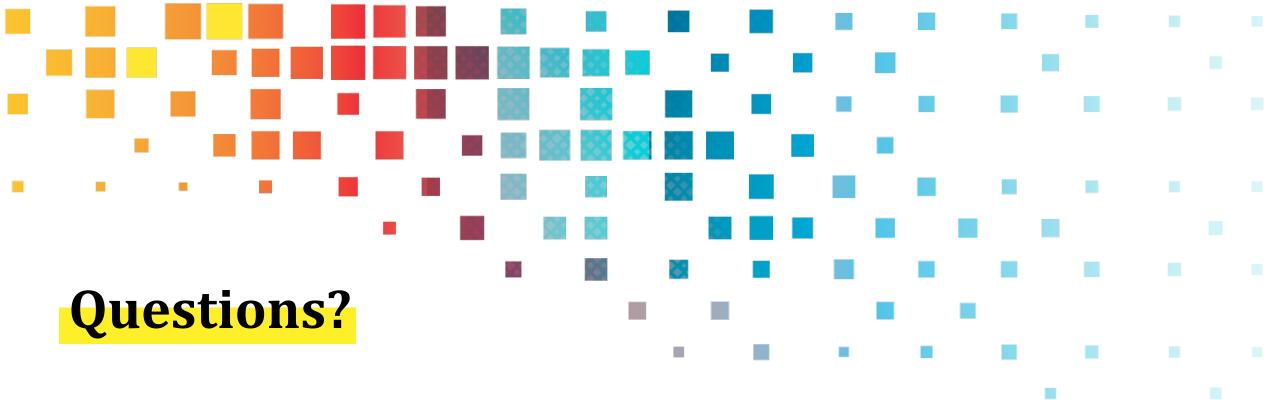
- Review your hiring practices reference checks, interviews, background checks, etc.
- Train and equip employees for handling difficult guests and how to report incidents of violence or threatened violence

Policies

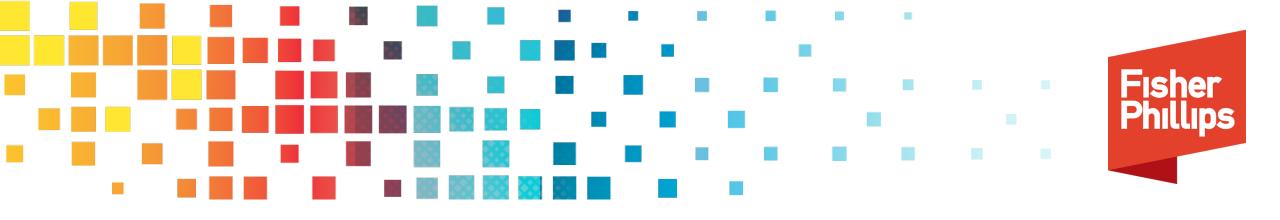
- Are you setting clear expectations?
- Are you communicating these expectations and applying them consistently?
- Update policies regularly to address to trends, and train employees often.

Training Employees to De-escalate

- Ensure that they don't block exits leaving an escape route for the perpetrator and themselves to exit (avoid claim of false imprisonment)
- Ensure all employees speak in a calm voice
- Ensure employees avoid any physical contact with guests, keep at a distance from aggressive guests, and avoid any potentially offensive gestures
- Train employees to utilize managers to assist in de-escalation
- Contact appropriate police authority when necessary







Union Awareness

AGENDA

- Importance of Union Preparedness
- Overview of the National Labor Relations Act ("NLRA")
- Recent Changes affecting Union Activity
- Evolving Union Organizing Tactics
- Effective Employer Strategies
 - Pre-campaign
 - Post-campaign

Why Is This Topic Important?

- National Labor Relations Board recent changes expected to make union organizing easier.
- Restaurants and retail continue to be targets for union organizing campaigns (large worker population)
- Increased Public Support
 - This is an increase from pre-Covid levels and just a few percentage points below the 56-year high.



•••

Why now?

- Starbucks Workers United announced in May that it now has over 425 certified union stores with more than 10,000 unionized workers
- New Gallup poll in 2023 had two-thirds of Americans approving of labor unions.
- Election petitions up 35% in the first half of FY 2024!





- Increase in Unfair Labor Practice ("ULP") Charges filed with the NLRB
- In FY 2023, the number of ULP charges filed increased 10%—from 17,988 charges in FY 2022 to 19,854 charges in FY 2023.

RESTAURANTS

Chipotle to pay ex-employees \$240,000 after closing Maine location that tried to unionize

Concerns about Third-Party Representation

Supervisor Perspective:

- Interfere with your supervisory duties
- Lose flexibility to manage employees
- Supervisors often made out to be the "bad guy"
- Drive wedge between you and your employees
- Dealing with steward who may have own agenda
- Lost time in meetings devoted to grievances
- Additional red tape and paperwork

Employee Perspective:

- Additional costs (Fees, dues, fines, assessments)
- Union rules, regulations and restrictions
- Loss of basic freedoms
- Risk of lost benefits through negotiation process
- Prospect of diminished job security
- Ineffective or unfair representation
- Threat of strikes or other work stoppages

Concerns about Third-Party Representation

- Negotiable Terms and Conditions
 - Rewarding employees
 - Layoff/recall decisions
 - Changes to policies/procedures
 - Creating & changing staffing/schedules
 - Assigning work
 - Training

- Scheduling vacations
- Promoting employees
- Discipline
- Resolving complaints/concerns
- Allowing supervisors to help out

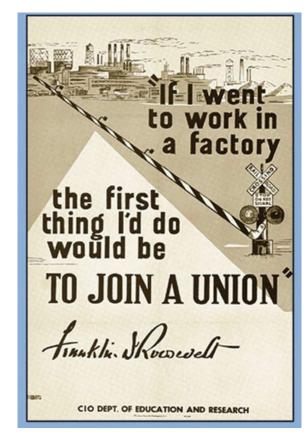
RIGHTS OF EMPLOYEES (AND EMPLOYERS!) UNDER THE NLRA

National Labor Relations Act Section 7 (Rights of Employees)

EMPLOYEES SHALL HAVE THE RIGHT:

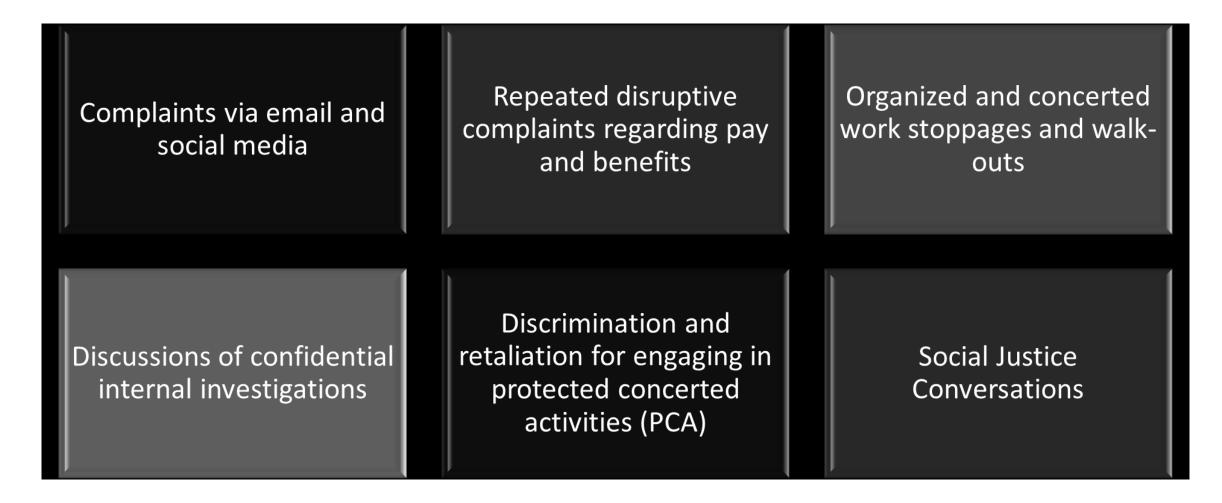
- To self-organize, form, join or assist labor organizations
- To bargain collectively through their chosen representatives
- To engage in other concerted activities for the purpose of collective bargaining or other mutual aid or protection; or
- To refrain from any and all such activities...

Employees have the right to be in a Union Employees have the right to be Union-free



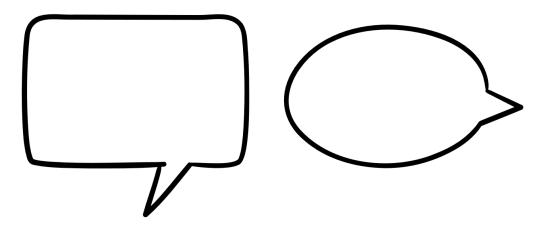
Section 7 Rights

Modern examples of rights protected by Section 7:



National Labor Relations Act Section 8(c) (Employer Free Speech Rights)

The expressing of any views, arguments or opinions or the dissemination thereof, whether in written, printed, graphic or visual form shall not constitute or be evidence of an unfair labor practice under any of the provisions of this subchapter, if such expression contains no threat of reprisal or force or promise of benefit.



Employers (i.e., each of YOU) have free speech rights, provided they do not engage in T.I.P.S.!



RULE OF T.I.P.S.

Your Company's Agents should not:

- <u>THREATEN</u> an employee that he or she, or any other employee will be, or has been, disciplined, or wages reduced because of Union activity, or because of an individual's Union activity.
- INTERROGATE employees about Union activity. A Company agent may not ask employees <u>any questions</u> about the Union.
- <u>PROMISE</u> favors, or increase benefits, or wage increases in return for voting against or not supporting Unions.
- <u>SPY</u> on employees engaging in Union activities or give the impression of spying on employees engaging in Union activities.

An Employer Can Share "FOEs"

FOE – Facts, Opinions, Experiences

- Tell your employees about the benefits they presently enjoy and that these benefits are available without a union.
- Tell your employees how salaries, benefits and working conditions compare with other similar companies whether unionized or not.
- Tell your employees about any untrue or misleading statements made by a union representative. You may always give employees correct facts.
- Tell your employees that you prefer to deal with them directly, rather than through a union.
- Tell your employees about your prior experiences with unions, if any

Example of Facts: What A Union Can/Cannot Do

What a Union can do:

- Negotiate with the Company
- Strike
- Collect dues, fees, & fines

What a Union cannot do:

- Guarantee higher wages, better benefits
- Guarantee employment or hours of work
- Prevent terminations or layoffs
- Set job standards
- Replace managers/supervisors

Changing Labor Policy: Captive Audience Meetings

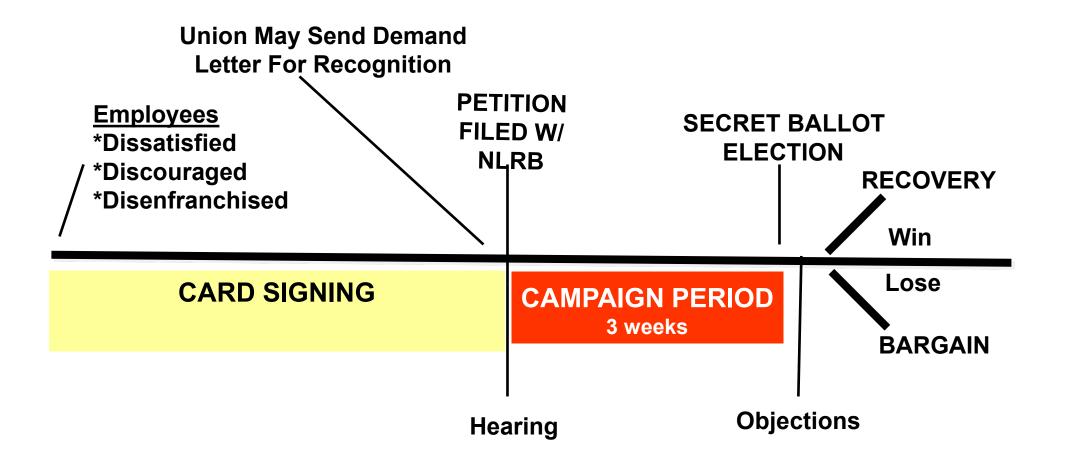
- The General Counsel has taken the position that:
 - Employers are no longer authorized to compel employees to attend meetings in which the employer intends to discuss union representation.
 - These are considered "captive audience" meetings.
 - Meetings should be voluntary in order to comply with this change in policy.
 - Usually, just say 'if people have to leave, you may, but we have some important information to share with all employees...'
 - Each employer must weigh benefits of these meetings versus potential ULP Charge

RECENT CHANGES FROM NLRB

NLRB's Quickie Election Rules: Effective December 26, 2023

- Hearings over appropriate units will be delayed until after the election
- The campaign time between filing and the election will now be about 21 days. 24

How Do Unions Organize Workplaces?



Home Depot USA, Inc. – February 21, 2024

• What happened?

- In February, the NLRB issued a decision in Home Depot USA, Inc., holding that an employer violated the NLRA when it discharged an employee for refusing to remove the hand-drawn letters "BLM" — the acronym for "Black Lives Matter" — from their work apron.
- The Board reasoned that the employee's refusal to remove the marking was "concerted" because it was a "logical outgrowth" of prior concerted employee protests about racial discrimination in their workplace. The employee's conduct was also "for mutual aid or protection" because the issue of racial discrimination involved employees' working conditions.

How does it affect employers?

 When an employer interferes with employees' right to display protected insignia like the BLM marking, that interference is <u>presumptively unlawful</u>, and the employer has the burden to establish special circumstances that make the rule necessary to maintain production or discipline

EVOLVING UNION TACTICS

Typical Union Organizing Tactics

Bottom-Up Organizing

- Authorization cards from rank-and-file employees
 - Home visits
- Salts

Common Signs:

- Decreased productivity
- More frequent huddles excluding management
- Increased challenges/complaints to Employer practices
- Social media activity
- Off-work events/gatherings
- Use of union terms like "job security," "duty to bargain," or "grievance"
- Request for employee names/addresses/phone numbers



What Is a Union Authorization Card?

- A signed legal statement that an employee wants the Union to represent him/her.
- If the Union gets cards signed by 30% of employees in a bargaining unit, they can petition the NLRB for an election; or
- If the Union gets cards signed by a majority of employees in a bargaining unit, it can send a Demand for Recognition letter asking the Company to bargain.

AUTHORIZATION FOR REPRESENTATION



I authorize Local Union No. ______ of the International Brotherhood of Electrical Workers, to represent me, as my National Labor Relations Act (NLRA) Section 9(a) bargaining representative, in collective bargaining with present and future employers on all present and future jobsites within the jurisdiction of the Union. This Authorization is nonexpiring, binding, and valid until such time as I submit a written revocation.

Name:	Soc. Sec. No	
Home Address:	P	hone:
City:	State:	ZIP:
Date of Authorization		Signature
Form 140E/S Revised \$75		

Be Prepared for a "Demand for Recognition"

- Recent revival of Union recognition process in which the Union becomes the authorized representative without going through a secret ballot election.
- Bargaining obligations could be imposed if an employer rejects or ignores union recognition demands.
- Alternatively, if the Employer commits ULPs after the Union demands recognition or files a Petition for an election, the NLRB may issue a Bargaining Order with no election.
 - Cemex NLRB ruling as of August 25, 2023

Strategies for Responding to the Question: Should I Sign a Union card?

"I don't think you should. It legally signs away to the Union your right of choice of representation."

"After you have had an opportunity to learn the facts about the Union, you may decide you don't want it to represent you."

"By signing a card now, you may be giving up your right to vote against the Union should you later change your mind."

What if a Union Wins an Election?

- Immediate bargaining obligation in an appropriate unit
- Neither party required to "give in" or make concessions
- No guarantee of a contract
- No third party can force an employer to agree to specific terms
- No time limits on bargaining
- Must be done in "good faith"

EFFECTIVE EMPLOYER STRATEGIES

The Reality of Union Organizing

Employees generally do not vote *for* the Union.

They vote *against* <u>perceived</u> <u>or real</u> problems in their working environment (wage disparities, working conditions, etc.).



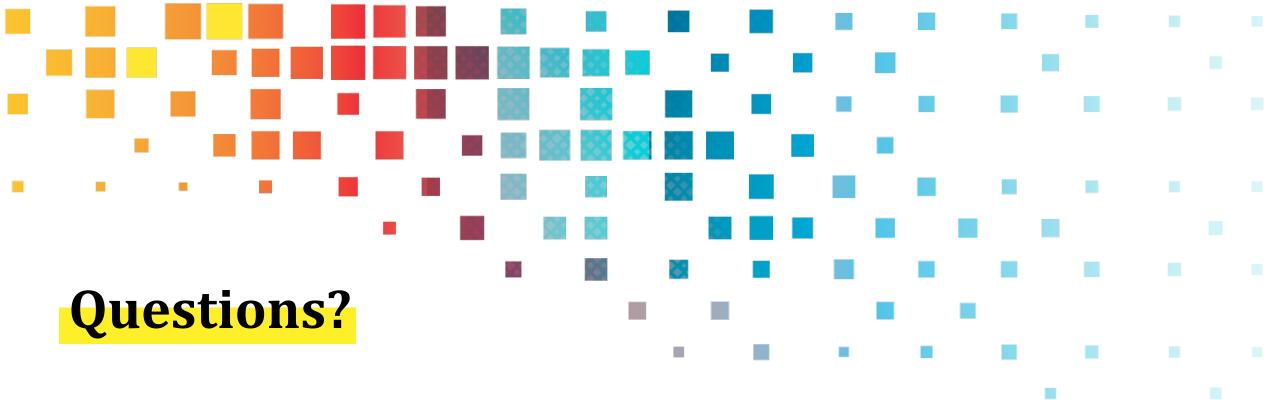
Effective Strategies for Employers

BEFORE CAMPAIGN:

- Positive Work Environment
- Competitive Wages and Benefits
- Be alert in the workplace
- Ensure updated policies and consistent application
- Train managers
- Identify legal and HR experts and resources
- AFTER CAMPAIGN:
 - All of above + Specific strategy to respond to campaign with expert advice

Important Role of Supervisors

- GOOD supervisors have a big impact on creating a positive work environment, BUT...
- BAD supervisors are sometimes the reason unions get their foot in the door.
- Supervisors should be the first to detect Union activity and report it.
- Supervisors should be able to communicate your Company's position and know basics of what NOT to do (i.e. T.I.P.S.).





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Labor Planning and Preparedness

Sample Self-Assessment for Labor Planning and Preparedness

	int for Euser Flammig and Frepareaness
Do you have sufficient subject matter expertise to support your organization's labor relations planning needs? If not, can you line up resources to be available if/when you need?	Often will include: HR Expertise Legal Counsel (NOTE: highly specialized area of law) Your Franchise Operations Leadership NOTE: Consider geographic and other practical constraints that could impact your resource needs or create barriers
What is your current engagement/ satisfaction levels? If you are not sure, what can you do to find out? Do you have an effective plan for responding to engagement/satisfaction issues as they arise?	 Your employees may look "outside" if they feel they are not getting respect or fair treatment "inside" your organization. Consider options and resources available to you, including tools such as VOW, employment promises materials, and similar resources. NOTE: If engagement/satisfaction levels vary by location, consider if customized planning is helpful to prioritize your resources
Are you and your managers prepared if you experience organizing? How many (if any) of your managers have experienced union organizing activity? Have you provided training to ensure your team knows and follows the law?	 Training likely will vary by role/responsibility. Consider audience for awareness training vs. audience for tactical training. Consider resources you can leverage. For example, see resources listed on the next page. Also consider law firm blogs/websites, and resources available through IFA, NRA, and similar organizations.
How are you sharing positive news, policies, benefits, etc. with your teams?	 If information is not effectively disseminated, consider if/how you can improve that. Consider if there are benefits in sharing information in different formats, forums, languages, etc.
What are you doing to monitor your wages and benefits to ensure you are remaining competitive in your market/s? What are you doing to explain to employees your wages and benefits, including why they are fair and competitive?	 The perception that wages and benefits are not fair is one that you can try to prevent or address with communications about the efforts you take to remain competitive in your area with similar businesses. Good communication can be very helpful here.
Other possible preparation steps to consider:	
 Consider if there are labor pressures or organ dynamics? 	izing in your local market/s. What can you do to stay informed on local
Consider how recently you have reviewed you NOTE: Recommend consulting local legal course.	ur various HR policies and procedures? Are updates needed and/or helpful? unsel.
	d signage for each of your locations, which may include topics such as eo/audio recording, safety and health reporting and procedures, etc.
Consider if your mechanisms for raising conce	erns are clearly communicated, visible, and effective. (ex. Speak Up Poster)
Consider other training needs for leaders/mar	agers to support positive employee relations.

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Resources

- Third-party labor website: <u>http://www.qsrlaborunionguide.com/</u>
 - The website requires a username: qsr_franchisee and password: laborguide.
- Media Relations: mediarelations@wendys.com
- Crisis Management resources: WeConnect Crisis Resource Hub
- Contact for reporting litigation/charges involving The Wendy's Company or any subsidiary or affiliate: LitigationAdmin@wendys.com
- No Solicitation Decals: available to order at wendyscustomerservice@rrd.com or 1-888-669-9299
- Employment Promises resources: WeConnect Employment Promises
- Franchise Speak Up Poster: Speak Up Poster
- Fisher Phillips LLP: www.fisherphillips.com
- Union Information Website: www.unionfacts.com
- Example of third-party videos available for positive employee relations strategies o Projections and IRI Company: www.projectionsinc.com (videos available for purchase and immediate license to stream content for frontline workers or management, including "Unions 101", "Cost of Unionization", and "Little Card Big Trouble")
- International Franchise Association



THE FUTURE OF LEARNING

Jim Kelly Tara Fitzpatrick



Deliver training that is SIMPLE, meets the learner where it's NEEDED and is FOCUSED to drive a positive IMPACT on business results.



-Inlendu's	CORE	MORE	NEW STUFF
	learn to do your job	learn to do it better	keep up
UNIVERSITY	foundational knowledge and skills for each role	become more efficient and more effective	training for new initiatives; added to Core as needed

	CREW	TEAM TRAINER	SHIFT MANAGER		AGM	GM	MUM
CORE	CREW CORE Onboarding Grill Operator Sandwich Maker Fry Station Operator Register Operator Coordinator Breakfast	TEAM TRAINER CORE	SHIFT MANAGER CORE Open/Close Mgr. Kitchen Mgr. Customer Service Mgr.		GM C (In Develo		DM CORE
	CERTIFICATIONS			S	ELF DEVELOPM	ENT PLAYBOOK	
MORE	Fry Fanatic Grill Master		DEVELO Accuracy Cl Training the Wen Big in Breakfast	leanli ndy's N	ness Speed Way Coaching		
2					CLAS	SES	
			Shift Happens			GM Class	Situational Leadership
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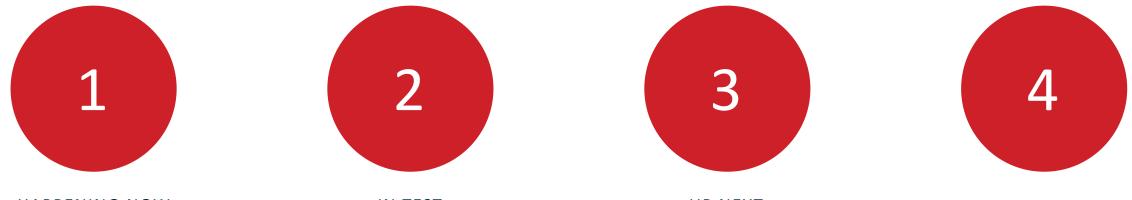
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Wernigs	CORE learn to do your job	MORE learn to do it better	NEW STUFF keep up
UNIVERSITY	foundational knowledge and skills for each role	become more efficient and more effective	training for new initiatives; added to Core as needed

	CREW	TEAM TRAINER	SHIFT MANAGER	AGM GM	MUM
CORE	CREW CORE Onboarding Grill Operator Sandwich Maker Fry Station Operator Register Operator Coordinator Breakfast	TEAM TRAINER CORE	SHIFT MANAGER CORE Open/Close Mgr. Kitchen Mgr. Customer Service Mgr.	GM CORE (In Development)	DM CORE
MORE	CERTIFICATIONS Fry Fanatic Grill Master		Accuracy Clear Training the Wend	SELF DEVELOPMENT PLAYBOOK MENT DAYS anliness Speed ly's Way Coaching Digital Done Right	
				CLASSES	
			Shift Happens	GM Class	Situational Leadership

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THE FUTURE OF LEARNING ROADMAP



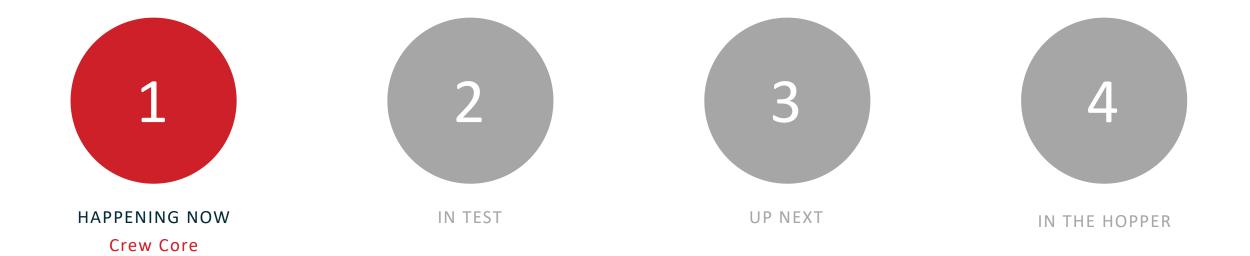
HAPPENING NOW

IN TEST

UP NEXT

IN THE HOPPER

THE FUTURE OF LEARNING ROADMAP



VTAs

CREW CORE Live in your restaurant!

- Trainer Plans & Observation
 Checklists
- Critical skills for each role
- Trainer-led activity
- Consistent experience for every Crew Member

CORNER TRAINING PLAN LEARN WeLearn- Crew Core: Sandwich Maker BUILD section (-70 minutes) Active LTO courses Trainer explains: Review Food Safety policies for glove changes and handwashing PPE used at station Review Station VTAs: Core Sandwiches Made to Crave Condiment Application Sandwich Wrapping On-Line Salad Assembly Topped Fries Ø Baked Potato Sliced Tomato Ø Sandwich Lettuce Active LTO KVS: terminology, how to use, pulling builds Rush Ready Tate It - taste a properly portioned Jr. Cheeseburger Deluxe with molte cheese and compare to a poorly portioned Jr. Cheeseburger Deluxe with cold cheese Importance of keeping equipment clean and safe How and when to complete Daily Positional Cleaning tasks	Shift J. TEST Why would the Sandwich Maker need to change gloves? If they complete a task that could contamina their gloves What is required when changing gloves? Remoue the gloves, complete the task as necessary, wash hands, replace gloves How can you ensure orders are accurate? Work off headsets and KYS, call out sandwici when placing them in the landing spot, ensure the correct wrap is on the sandwich What does it mean to be Rush Ready? All stations are fully stocked, cleaned, and organized in advance of the busy dayparts Where do you find daily cleaning tasks? Positional Cleaning Chart
Cards 2. WATCH	4. DO
Trainer models each task on the OC. Crew member checks off the Oclumn for each task they watch. TEST crew member's knowledge as you model.	 Crew member practices each task on the OC. Trainer observes and coaches. When completed to standard, trainer dates and initials each task on the OC.

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R2302_US_ENG rev. 08-2023 Page 1 of 4



- Set per station
- 3 Types: Quality, Procedure, Build
- Posted or Stored
- Bilingual
- Supported with QR
 Codes

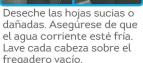


VTAS Live in your restaurant!

PREPARACIÓN DE LECHUGA SÁNDWICH TARJETA DE PROCEDIMIENTO

Asegúrese de que el fregadero de preparación, el colador, la tabla de cortar y el cuchillo se limpien y desinfecten para evitar contaminación. Retire las lechugas de tipo walk-in justo antes de la preparación y devuélvalas en cuanto haya terminado para mantener la temperatura.







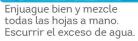
Corte la parte superior, borde curvo a 1" del extremo y deséchelo. Corte el extremo del núcleo 1-2" de la base y descarte.

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colador. No sumergir las hojas.







Deseche los trozos pequeños y las hojas de menos de 3" de ancho. No utilizar en ensaladas o wraps.



Apilar las hojas ordenadamente en sartenes, sin sobrepasar el borde superior. Retire el colador antes de lavar las cabezas adicionales.

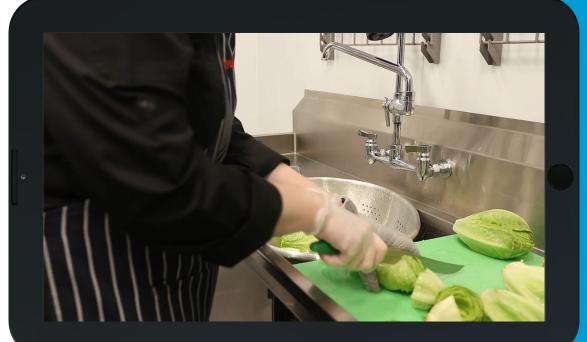


Cubra y margue cada sartén con un tiempo de retención de 36 horas. Almacenar en refrigeradores de tipo walk-in.

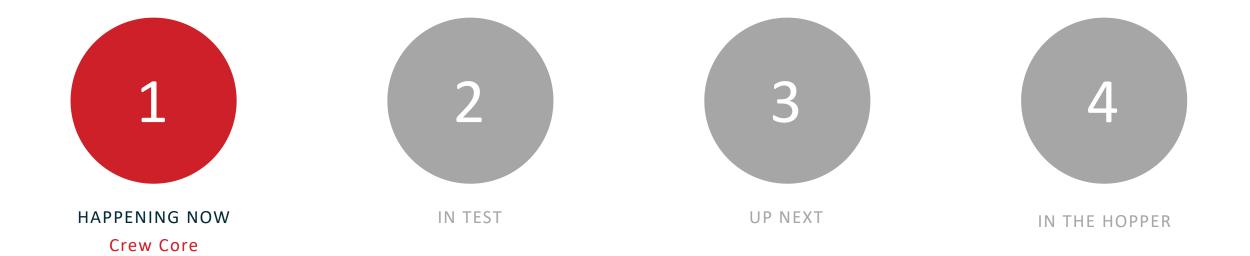


PREPARACIÓN

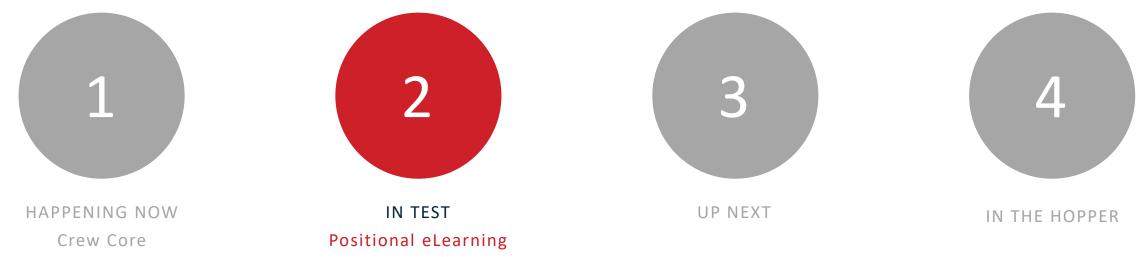
RS0043 | US | REV 04-2024



THE FUTURE OF LEARNING ROADMAP



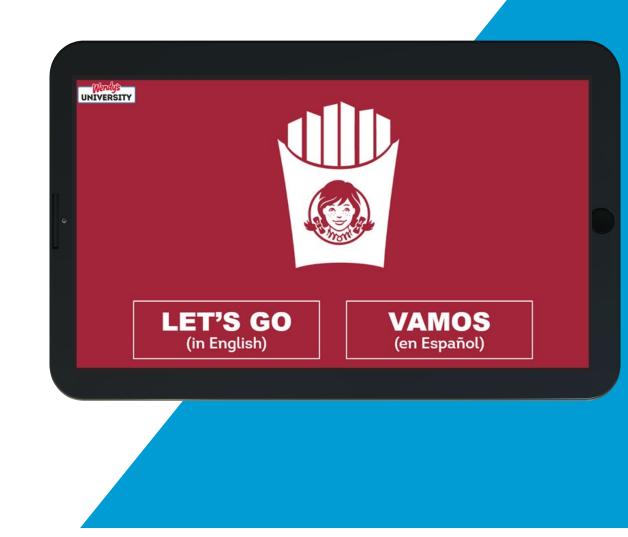
VTAs



VTAs

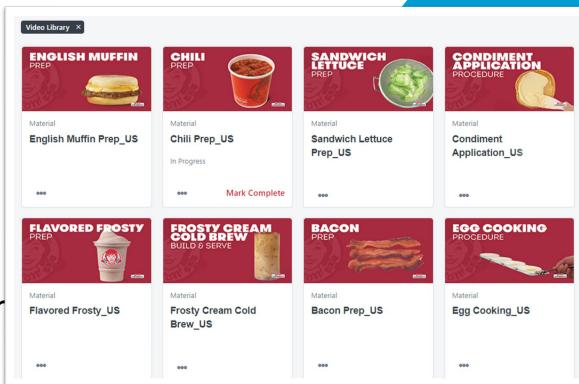
POSITIONAL eLEARNING In Test Now!

- Each station has ONE Overview Course (~10 min)
 - Responsibilities of the Position
 - Impact on customer experience
 - Station Tour
 - Station Food Safety
- Station compliance

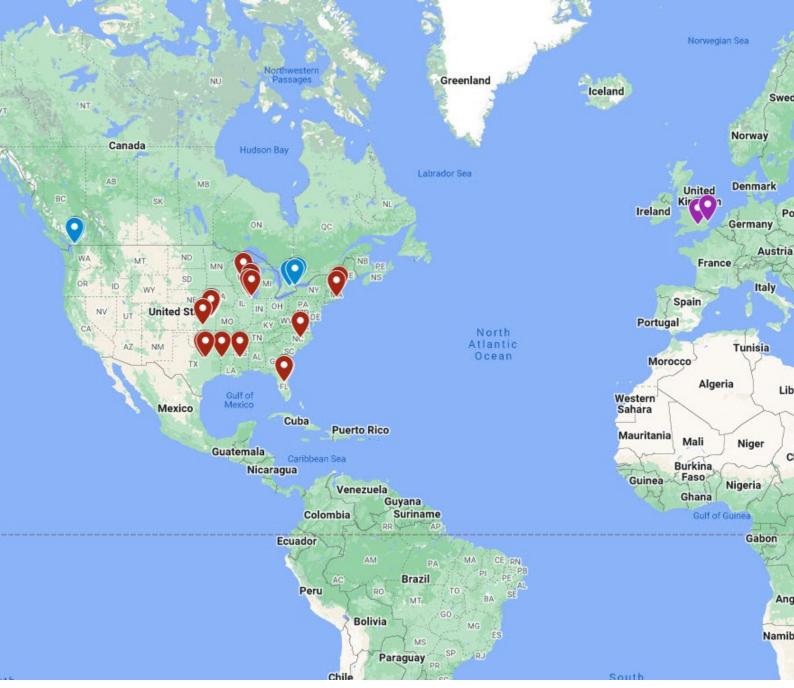


ON-DEMAND VIDEOS

- Micro-learning
- Multiple access points
- YouTube style
- Use during training or for a refrest on procedures



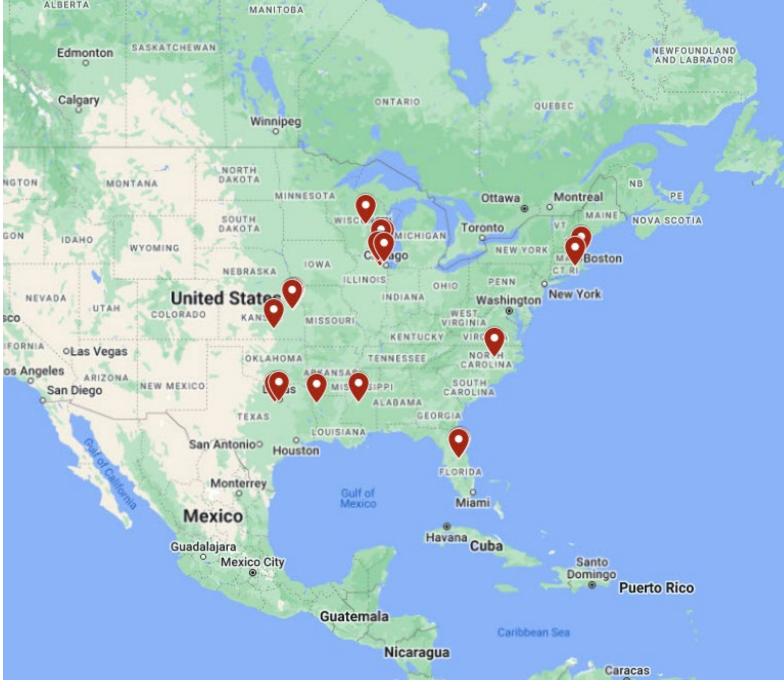
- Global Test
- US, Canada, UK
- 32 Sites
- 12 Organizations



United States

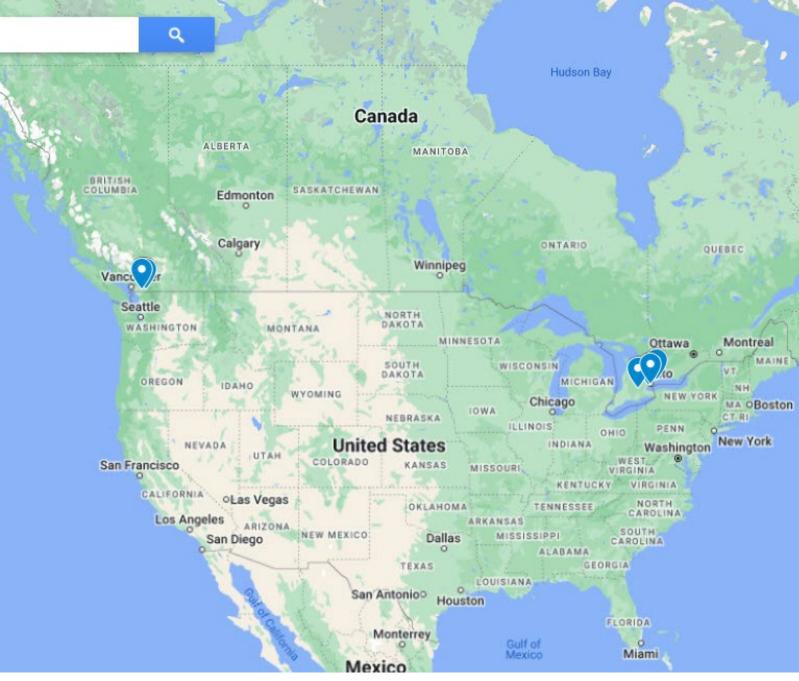
- 24 Sites
- 9 Organizations
 - 916 Foods
 - Bridgeman Foods
 - Carlisle
 - Cotti Foods
 - Delight Restaurant Group
 - Hamra
 - Legacy Restaurants
 - Wendy's Company
 - Wenzak

Illendu's 🗺



Canada

- 6 Sites
- 3 Organizations
 - WTC Ventures
 - Gus Masri
 - John Ribson



UK

- 2 Sites
- 1 Organization
 - Wendy's Company































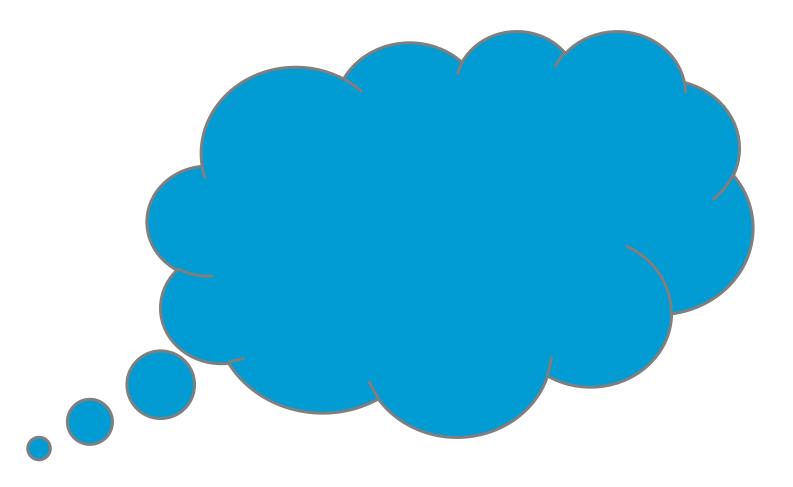








WHAT DO YOU THINK?!



ENGAGING

Mendy's (

- I absolutely love the new Welearns. They are more up to date and more engaging.
- The crew members like being entertained while learning, it keeps them engaged.
- New WeLearns are much more enjoyable but still contain the core info.
- They feel like they learned something, but they don't feel bored or like they are going to fall asleep!
- Crew likes the new format more relatable and engaging.
- I like how informative and fun it was to watch and how it goes into detail and explains the whys.

ENGAGING

Wendy's

BILINGUAL

- Spanish version a win, especially since it's not just subtitles!
- The managers and Crew enjoy and appreciate having the Spanish videos available.
- Managers also enjoy the Spanish videos- as they help with the basics for Spanish speaking crew.

ENGAGING

Mendy's (

BILINGUAL

LESS ONLINE, MORE ON THE LINE

- Time on the course was perfect. The teams love the fact that they will be tied to the computer less.
- Both managers and Crew like that the videos are fast, and they cover the basics.
- Videos cover the basics and now the managers are responsible for teaching and coaching.
- Crew members are getting to the side-by-side piece faster.
- The more side by side is going to be so much more beneficial when it comes to training.
- With the Four Corner Training it's going to make it a lot easier for us to train.
- Less time on a computer and more time on the line executing the position.
- No issues with less content on video and more time demonstrating on the line.

ENGAGING

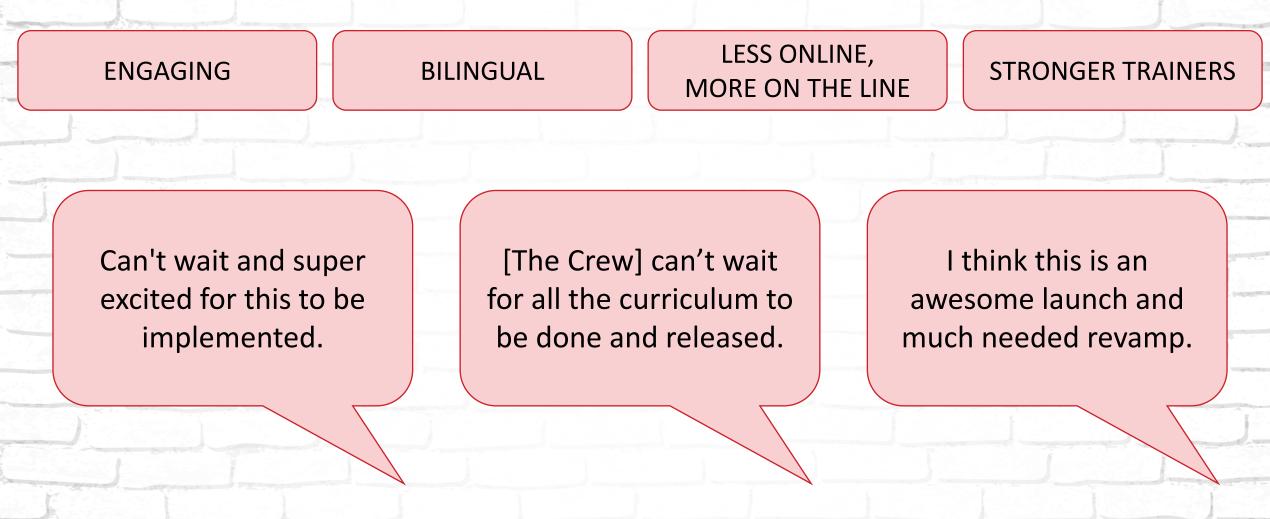
Wendy's (

BILINGUAL

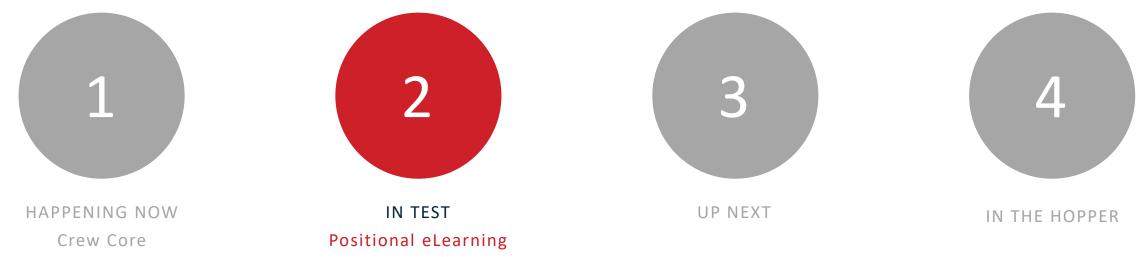
LESS ONLINE, MORE ON THE LINE

STRONGER TRAINERS

- The GMs are now closing the gap on any shoulder-to-shoulder opportunity observed with their subordinate managers. Opportunities are being exposed as they go through this pilot test.
- We are seeing better execution of Observation Checklists as this now forces the trainer to be more engaged with the trainee on the line.
- All managers like that they are forced to rely on 4 Corner Training and not WeLearn and can move at the pace of the learner. This approach strengthens the trainer's ability to teach and coach.



Mendy's



VTAs

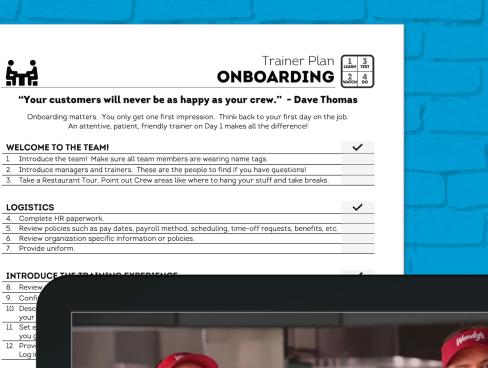


VTAs

Onboarding System Readiness Positional Trainer Plan

ONBOARDING Coming Fall 2024!

- Welcome to Wendy's! (6 min)
 - -Wendy's Brand & History
 - —Dave's Values, DEI
 - -Customer Service
 - -5 Key Drivers
- Compliance (30 min)
 - -Food Safety
 - —Safety & Security

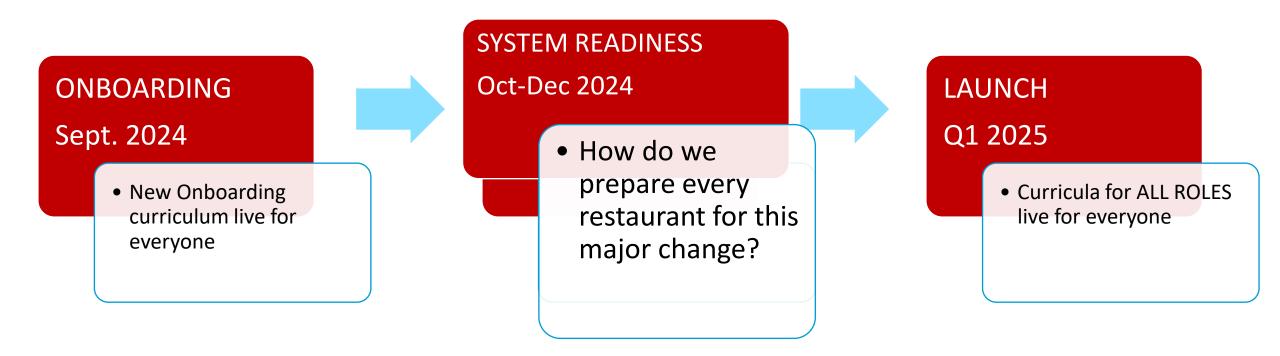




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SYSTEM READINESS PLAN



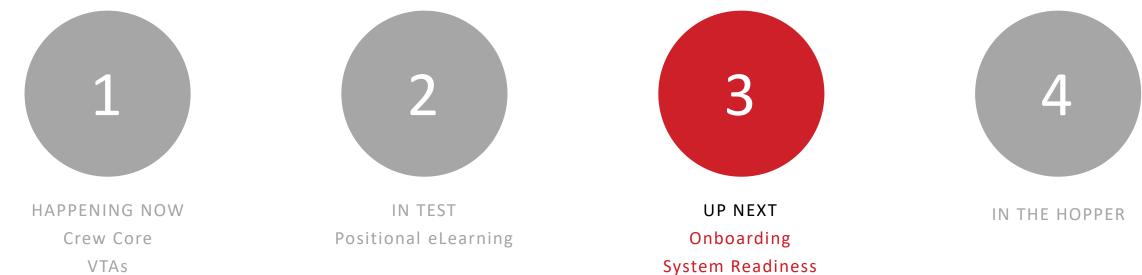
SYSTEM READINESS PLAN

SYSTEM READINESS Oct-Dec 2024

Stakeholder Communications and Sneak Peek

Positional Trainer Program

- Certification on the position(s) they train
- 4 Corner Training Certification
- Celebration and swag!



Positional Trainer Plan

VTAs



System Readiness

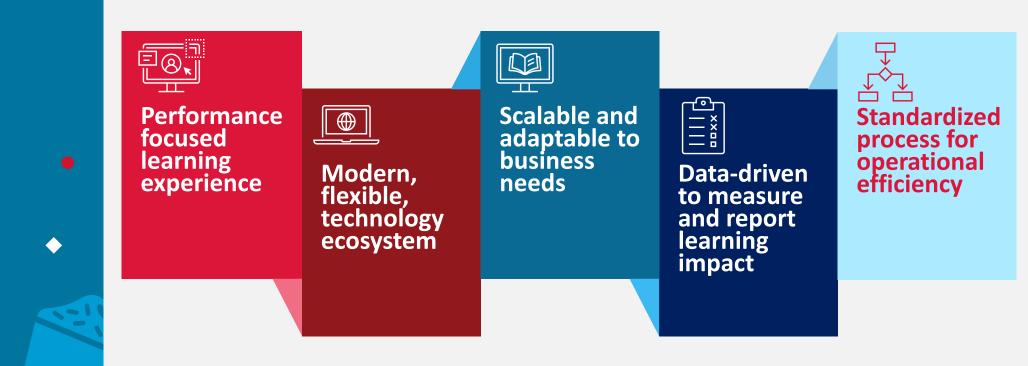
Positional Trainer Plan

VTAs



Future State Vision

Start





HAPPENING NOW Crew Core VTAs



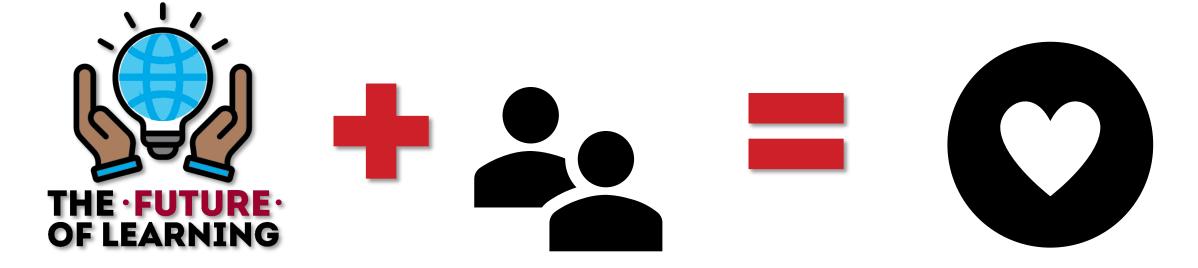
IN TEST Positional eLearning

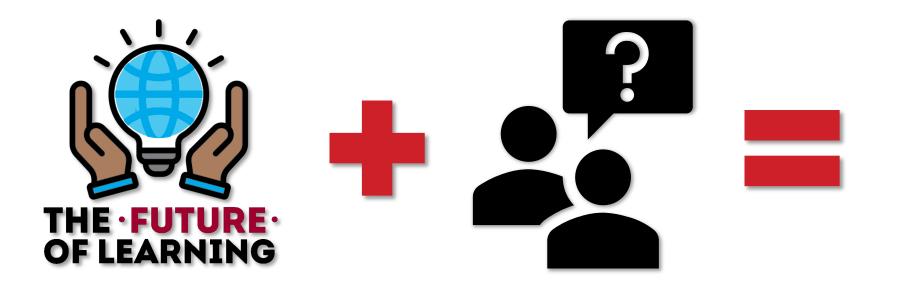


UP NEXT Onboarding System Readiness Positional Trainer Plan



IN THE HOPPER KPMG Partnership





WendysUniversity @Wendys.com

