Welcome to your CDP Climate Change Questionnaire 2023

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Wendy’s is primarily engaged in the business of operating, developing, and franchising a system of distinctive quick-service restaurants serving high quality food. Wendy’s opened its first restaurant in Columbus, Ohio in 1969. Today, Wendy’s is the second largest quick-service restaurant company in the hamburger sandwich segment in the United States (the “U.S.”) based on traffic share, and the third largest globally with 7,095 restaurants in the United States and 31 foreign countries and U.S. territories as of January 1, 2023. At January 1, 2023, there were 5,994 Wendy’s restaurants in operation in the United States. Of these restaurants, 403 were operated by the Company and 5,591 were operated by a total of 217 franchisees. In addition, on January 1, 2023, there were 1,101 Wendy’s restaurants in operation in 31 foreign countries and U.S. territories. Of the international restaurants, 1,089 were operated by 106 franchisees and 12 were operated by the Company in the United Kingdom (the “U.K.”). The Company’s principal executive offices are located at One Dave Thomas Blvd., Dublin, Ohio 43017, and its telephone number is (614) 764-3100.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data and indicate whether you will be providing emissions data for past reporting years.

Reporting year

Start date

January 1, 2022

End date

December 31, 2022

Indicate if you are providing emissions data for past reporting years

No

C0.3

(C0.3) Select the countries/areas in which you operate.

United Kingdom of Great Britain and Northern Ireland
United States of America

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C0.8

(C0.8) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

Indicate whether you are able to provide a unique identifier for your organization	Provide your unique identifier
Yes, a Ticker symbol	NASDAQ: WEN

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual or committee	Responsibilities for climate-related issues
Board-level committee	The highest level of responsibility for climate-related issues within Wendy’s is held by the Corporate Social Responsibility (CSR) Committee of our Board of Directors.

	Pursuant to its Board-approved Charter, the CSR Committee has responsibility for the review and oversight of environmental, social, and governance (ESG) matters, e.g., animal care and welfare, food safety and quality, responsible sourcing and other supply chain matters, sustainable packaging, food waste, energy use, GHG emissions, climate risk, water use, and workforce diversity, equity and inclusion, demonstrating the importance of such issues to Wendy's and its future. The CSR Committee regularly reports and provides recommendations to the Board of Directors with respect to the Company's ESG strategic initiatives. The Wendy's Board of Directors and the Senior Leadership Team believe this integrated approach enables climate-related risks to be evaluated in connection with other broad-ranging risks that may affect the Company. Example of a climate related decision: in 2022, the Corporate Social Responsibility and Compensation and Human Capital Committees of the Board of Directors jointly approved the inclusion of an ESG component in the Company's incentive compensation program for Vice Presidents and above (including executive officers). The ESG component is weighted at 10% of the annual cash incentive plan and consists of multiple goals supporting the Food, People and Footprint pillars of the Company's ESG strategy. This incentive was subsequently extended to all bonus-eligible corporate and field support employees for the 2022 calendar year as well as for 2023.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – some meetings	Reviewing and guiding annual budgets Overseeing major capital expenditures Overseeing acquisitions, mergers, and divestitures Reviewing innovation/R&D priorities Overseeing and guiding employee incentives Reviewing and guiding strategy	The Board discusses various climate-related issues in a number of ways. First, the Corporate Social Responsibility (CSR) Committee of the Board is primarily responsible for ESG matters, e.g., animal care and welfare, food safety and quality, responsible sourcing and other supply chain matters, sustainable packaging, food waste, energy use, GHG emissions, climate risk, water use, and workforce diversity, equity and inclusion. These topics, including the related risks, opportunities, emerging trends, best practices and strategic initiatives, are regularly reported to the Board by the CSR Committee. The CSR Committee met four times in 2022. The Audit Committee (AC) is tasked with overseeing the Company's Enterprise Risk Management (ERM) program, which also includes identifying, assessing, and responding to various climate-related risks and met five times in 2022. The Company's Risk department leads

	Overseeing and guiding the development of a transition plan Monitoring the implementation of a transition plan Overseeing and guiding scenario analysis Overseeing the setting of corporate targets Monitoring progress towards corporate targets Overseeing and guiding public policy engagement Overseeing value chain engagement Reviewing and guiding the risk management process	discussions with the AC in reviewing enterprise risks, including climate-related risks, on a semi-annual basis. For example, in the event a climate-related risk that may result in disruptions to operations is discussed with the AC, an appropriate level of mitigation or insurance would be identified to financially protect Wendy's, and an action plan would be established to avoid disruption and mitigate potential impacts. The Chief Corporate Affairs & Sustainability Officer, Chief Financial Officer, and other executive officers discuss and review various other climate-related issues. These discussions include the Company's ESG-related goals and progress toward these goals. The Board held ten meetings during 2022. Among other topics, the CEO and the Senior Leadership Team discussed strategy, action, business plans, and/or capital expenditure plans and programs with our full Board at each scheduled Board meeting. Part of the Company's capital expenditure plans included addressing operations and infrastructure that can be impacted by climate-related events. Specifically, the Board reviewed and approved our annual budget, which included initiatives related to our achieving our ESG goals, reviewed progress against our ESG goals, approved an ESG metric to be added to the annual cash incentive program, discussed ongoing engagement/outreach on ESG issues with our shareholders, and reviewed the outputs of the annual risk assessment process, which include risks related to climate-change.

C1.1d

(C1.1d) Does your organization have at least one board member with competence on climate-related issues?

	Board member(s) have competence on climate-related issues	Criteria used to assess competence of board member(s) on climate-related issues
Row 1	Yes	Our directors have a diversity of experience and perspective that spans a broad range of industries in the public, private and not-for-profit sectors. They bring to our Board a wide variety of qualifications, skills and attributes that strengthen the Board's ability to carry out its oversight role on behalf of our stockholders. Ten of Wendy's twelve directors have reported possessing relevant experience, qualifications or skills with respect to sustainability or other environmental, social, &

		governance (ESG) matters. Competence on sustainability and ESG issues, including climate-related issues, is assessed and determined annually via a self-assessment questionnaire that is issued to each board member.

C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Position or committee

Chief Sustainability Officer (CSO)

Climate-related responsibilities of this position

Managing annual budgets for climate mitigation activities
Providing climate-related employee incentives
Developing a climate transition plan
Implementing a climate transition plan
Integrating climate-related issues into the strategy
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets
Managing public policy engagement that may impact the climate
Managing value chain engagement on climate-related issues
Assessing climate-related risks and opportunities
Managing climate-related risks and opportunities

Coverage of responsibilities

Reporting line

CEO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line

More frequently than quarterly

Please explain

ESG matters, including climate change, and government relations/public affairs are management responsibilities of Wendy’s Chief Corporate Affairs & Sustainability Officer (CCASO). These responsibilities are delegated to the CCASO to ensure that Wendy’s direct and indirect activities are consistent with our overall climate change strategy. Additionally, the CCASO and CFO co-chair a cross functional ESG steering committee, including operations, finance, marketing, legal, CSR, and development functions, to enable identification of priority initiatives to advance our ESG goals and strategy and Company values. ESG topics and progress to goals are regularly reported to the Board and its committees.

Position or committee

Chief Financial Officer (CFO)

Climate-related responsibilities of this position

Managing annual budgets for climate mitigation activities
Managing major capital and/or operational expenditures related to low-carbon products or services (including R&D)
Managing climate-related acquisitions, mergers, and divestitures
Providing climate-related employee incentives
Setting climate-related corporate targets
Monitoring progress against climate-related corporate targets
Assessing climate-related risks and opportunities
Managing climate-related risks and opportunities

Coverage of responsibilities

Reporting line

CEO reporting line

Frequency of reporting to the board on climate-related issues via this reporting line

More frequently than quarterly

Please explain

Wendy’s CFO is responsible for the finance function, which includes budgeting, risk management - including climate change risks, capital expenditures and other responsibilities, Additionally, the CFO and CCASO co-chair a cross functional ESG steering committee, including operations, finance, marketing, legal, CSR, and development functions, to enable identification of priority initiatives to advance our ESG goals and strategy and Company values. ESG topics and progress to goals are regularly reported to the Board and its committees.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	10% of Wendy's annual cash incentive plan is based on the achievement of our ESG goals, which includes our science-based emissions reduction target and other climate-related initiatives. In addition, Wendy's offers incentives and award programs geared to

		encourage employees to be proactive problem solvers and support our vision and strategy framework through innovation and resourcefulness.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive

Corporate executive team

Type of incentive

Monetary reward

Incentive(s)

Bonus - % of salary

Performance indicator(s)

Achievement of climate transition plan KPI
Progress towards a climate-related target
Increased engagement with suppliers on climate-related issues
Increased supplier compliance with a climate-related requirement
Increased value chain visibility (traceability, mapping, transparency)

Incentive plan(s) this incentive is linked to

Short-Term Incentive Plan

Further details of incentive(s)

Plan and award metrics are tied directly to the Company’s global key performance measures, such as earnings, sales, cashflow, stockholder return and goals supporting the Company’s ESG strategy. In 2022, ESG made up 10% of the annual incentive target for all bonus-eligible employees.

Various methods for delivering compensation are utilized, including cash-based and equity-based incentives with different time horizons that are designed to provide a balanced mix of both short-term and long-term incentives.

Our ESG targets are multi-year targets, with annual progress KPIs established and approved by our Board Committees as part of our annual incentive plan to keep our ESG initiatives on track to achieving the long-term goals.

Explain how this incentive contributes to the implementation of your organization’s climate commitments and/or climate transition plan

The ESG component of the incentive is tied to specific actions associated with our published Good Done Right goals:

- Responsibly sourcing Wendy’s top 10 priority food categories by 2030;
- Increasing the representation of underrepresented populations among Company leadership and management, as well as the number of diverse and women- owned Wendy’s franchisees;
- Sustainably sourcing 100% of Wendy’s customer-facing packaging by 2026; and
- Benchmarking, tracking and reducing Wendy’s Scope1, Scope2 and Scope3 greenhouse gas (GHG) emissions and setting a science-based target.

In 2022, the ESG annual incentive plan KPIs included, among other objectives, achievement of a climate related goal, which was establishing and submitting our science-based target for approval. As a result, we were able to publicly announce our validated science-based target nearly one year ahead of schedule.

Entitled to incentive

All employees

Type of incentive

Monetary reward

Incentive(s)

Bonus - % of salary

Performance indicator(s)

Achievement of climate transition plan KPI
Progress towards a climate-related target
Increased engagement with suppliers on climate-related issues
Increased supplier compliance with a climate-related requirement
Increased value chain visibility (traceability, mapping, transparency)

Incentive plan(s) this incentive is linked to

Short-Term Incentive Plan

Further details of incentive(s)

Plan and award metrics are tied directly to the Company’s global key performance measures, such as earnings, sales, cashflow, stockholder return and goals supporting the Company’s ESG strategy. ESG makes up 10% of the annual incentive target for all bonus eligible employees.

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C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	0	3	
Medium-term	3	10	
Long-term	10	20	

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

Wendy’s multidisciplinary ERM process identifies areas of potential risk to the business, based on the category, anticipated impacts, likelihood of occurrence, velocity of manifestation, and potential to cause disruption to operations, customers, or our supply chain; physical risks to infrastructure, facilities and assets; an increase in external pressure from regulators, customers, and shareholders for immediate review and action on current regulatory risks; or other financial, environmental, and reputational threats to the business as identified through assessments and case-specific bases. Risks are evaluated on two different levels: the enterprise and asset levels. Risk topics and management’s plan for addressing them are discussed with the full Board of Directors and appropriate Board Committees.

How Wendy's defines substantive financial or strategic impact on our business:
Impact is defined, for example, as failure to meet budgeted sales or earnings targets (financial impact metric), disruptions to business operations due to extreme storms or other factors (operations impact metric), or when there is sustained drop in Wendy’s stock price (strategic impact metric). To quantify this impact, Wendy’s ERM process utilizes a 5 point scale to evaluate risks. Substantive impact is defined as at least a 3 or higher on that scale, quantified by reference to the applicable financial, operations, and/or strategic metrics for each identified risk.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream
Downstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

Process for identifying, assessing and responding to climate-related risks/opportunities:
Through our multidisciplinary Enterprise Risk Management (ERM) process, we identify events that might affect our business and direct operations, including upstream (supply chain) and downstream (franchisees, customers) events; review risks, impacts and opportunities associated with those events; and develop mitigation activities to reduce the impact, likelihood or velocity of risks.

This process is ongoing, with multiple scheduled assessments conducted throughout each calendar year. Three time horizons are generally used for climate-related risk assessment, short- (0-3 years), medium- (3-10 years) and long-term (10-20 years).

Climate-related risks and opportunities are identified at the enterprise and asset levels based on their potential to: cause disruptions to the business and operations for Company- and franchise-operated restaurants, customers, and supply chain; threaten restaurants, facilities, infrastructure, and other assets; and increase external pressure from regulators, customers and shareholders for immediate review and action.

A risk is considered to have substantive impact when, for example, there is a failure to meet sales targets or EBITDA targets (financial impact), there are interruptions to business operations (operations impact), or in case there is a loss of confidence in the company (strategic impact). In any case that residual risk exceeds our risk appetite and is substantive to our business based on magnitude of impact and likelihood of occurrence, we determine the appropriate response strategy to mitigate the potential impacts.

The Audit Committee of the Board is responsible for overseeing the Company's Enterprise Risk Management (ERM) program, and the Corporate Social Responsibility Committee oversees ESG strategic matters and initiatives, including reviewing and discussing climate-related risks and opportunities. The full Board is regularly informed on material risks and opportunities, including climate-related risks and other ESG topics, through committee reports, minutes of committee meetings and management presentations.

Company-wide, we address climate risks and opportunities by continuing to focus on reducing energy consumption and emissions as well as increasing efficiencies through monitoring and reporting programs, conservation and control programs, and reduction and efficiency initiatives.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Current regulation risks are deemed relevant and always included and are evaluated as part of our Enterprise Risk Management (ERM) processes. This process involves reviewing and discussing climate-related risks and opportunities and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream (supply chain), downstream (franchisee, customer) and in our direct operations. Risks related to current climate-related regulation are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company and asset levels. Material risk topics, including current regulations, and management's plans for addressing them, are routinely discussed with the full Board of Directors and

		appropriate Committees. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to manage regulatory risks that could affect the Company. We also monitor closely state/provincial, national and international regulations as they relate to restrictions, caps, taxes, or other controls on emissions of greenhouse gases, such as the UK's Streamlined Energy and Carbon Reporting policy (SECR) that may affect our direct operations, franchisees, and supply chain. Any failure to comply with current emissions and other environmental laws and regulations could result in liabilities, increased costs related to fines and penalties, or limitations on operating activities until compliance with applicable requirements is achieved, thus impacting our direct operations. Additionally, Wendy's may be adversely affected if, for example, a supplier in the Wendy's supply chain was found to be in violation of emissions or other climate-related regulations, such as the Canada extended producer responsibility rules, which could further result in market and reputational risks for the Company.
Emerging regulation	Relevant, always included	Emerging regulation risks are deemed relevant and always included are evaluated as part of our Enterprise Risk Management processes. This process involves reviewing and discussing climate-related risks and opportunities and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations, such as the risk impact of emerging regulation. Risks related to emerging climate-related regulation are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including emerging regulations, and management's plans for addressing them, are discussed with the Audit Committee and the Board of Directors as part of their review of the Company's ERM program and processes. Additionally, our Compliance and Public Affairs teams continually assess the external environment to identify potential or emerging regulatory activity that could affect the enterprise. Wendy's monitors developments in the emerging regulatory area of carbon emissions controls and considers its potential to increase costs and/or precipitate climate-related litigation. For example, Wendy's, including our franchisees and supply chain, could face operational or other challenges as a result of tighter or expanded laws or regulations on carbon emissions, or increased costs associated with improving operational efficiency (e.g. investments in innovative kitchen equipment

		and technologies, or renewable power sources) in order to reduce emissions and keep up with the ongoing transition to a low-carbon economy. For example, the Securities and Exchange Commission in the U.S. proposed a new climate-related disclosure rule in 2022 that would potentially require additional emissions data gathering, validation and reporting by companies and respective suppliers. To proactively address and account for regulatory risks, such as the SEC's proposed rule, Wendy's has established a Climate-related Disclosures Working Group comprised of subject matter experts whose focus is to evaluate gaps to the proposed rule and identify and resource opportunities for improvement. These actions are designed to understand and prepare for regulatory compliance, if/when finalized and manage environmental impacts, including mitigating climate change in the long-term.
Technology	Relevant, always included	Technology risks are deemed relevant and always included because they affect our operations and are evaluated in our risk management processes. With respect to climate-related risks, two Board Committees play a direct role in overseeing the risk management process. The Corporate Social Responsibility Committee provides recommendations to the Board on ESG strategic initiatives. This includes reviewing and discussing risks and opportunities, and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations. The Audit Committee oversees the Company's Enterprise Risk Management (ERM) program and receives a comprehensive ERM report on a semi-annual basis and discusses the results with the Board. The Board also receives a comprehensive ERM report on an annual basis. Through our multidisciplinary ERM process, we identify events that might affect our business and direct operations, including upstream and downstream events; review risks, impacts and opportunities associated with those events; and develop mitigation activities to reduce the impact, likelihood or velocity of risks. Technology risks are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including technology risks, and management's plans for addressing them are discussed with the Board of Directors and appropriate Committees, including as part of the review of the Company's ERM program and processes. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to identify emerging risks that could affect the Company.

		Wendy's monitors developments in technology associated with climate change and considers the potential risks and opportunities the Company, our franchisees, and our supply chain could be faced with by maintaining a business-as-usual approach and/or considering opportunities for technology advancements and innovation. For example, a significant source of energy consumption in our restaurants comes from cooking, heating, cooling and ventilation. Maintaining older equipment versus updating or replacing existing equipment with emerging technologies (e.g. renewable energy, energy efficiency, and carbon capture and storage), may affect the Company's competitiveness, operational costs, and demand for products/services.
Legal	Relevant, always included	Legal risks are deemed relevant and always included because they affect our operations and are evaluated in our risk management processes. With respect to climate-related risks, two Board Committees play a direct role in overseeing the risk management process. The Corporate Social Responsibility Committee provides recommendations to the Board on ESG strategic initiatives. This includes reviewing and discussing risks and opportunities, and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations. The Audit Committee oversees the Company's Enterprise Risk Management (ERM) program and receives a comprehensive ERM report on a semi-annual basis and discusses the results with the Board. The Board also receives a comprehensive ERM report on an annual basis. Through our multidisciplinary ERM process, we identify events that might affect our business and direct operations, including upstream and downstream events; review risks, impacts and opportunities associated with those events; and develop mitigation activities to reduce the impact, likelihood or velocity of risks. Legal risks are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including legal risks, and management's plans for addressing them are discussed with the Board of Directors and appropriate Committees, including as part of the review of the Company's ERM program and processes. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to identify emerging risks that could affect the Company. As the potential value of climate change-related loss and damage increases across our industry, legal risk may also increase. Legal risk may also increase because of enhanced disclosure requirements, such as the proposed Securities and Exchange Commission rule on climate-

		related disclosure, or expectations regarding climate-related risks. Wendy's monitors legal developments associated with climate change and other ESG topics and considers their potential to result in material legal risk.
Market	Relevant, always included	Market risks are deemed relevant and always included because they affect our operations and are evaluated in our risk management processes. With respect to climate-related risks, two Board Committees play a direct role in overseeing the risk management process. The Corporate Social Responsibility Committee provides recommendations to the Board on ESG strategic initiatives. This includes reviewing and discussing risks and opportunities, and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations. The Audit Committee oversees the Company's Enterprise Risk Management (ERM) program and receives a comprehensive ERM report on a semi-annual basis and discusses the results with the Board. The Board also receives a comprehensive ERM report on an annual basis. Through our multidisciplinary ERM process, we identify events that might affect our business and direct operations, including upstream and downstream events; review risks, impacts and opportunities associated with those events; and develop mitigation activities to reduce the impact, likelihood or velocity of risks. Market risks are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including market risk, and management's plan for addressing them are discussed with the Board of Directors and appropriate Committees, including as part of the review of the Company's ERM program and processes. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to identify emerging risks that could affect the Company. Wendy's could be affected by market risks associated with climate change through shifts in supply and demand for certain commodities. For example, government regulation and changing consumer behavior associated with goods or services perceived to be more environmentally-friendly products that could result in increased costs of raw materials or other supply chain impacts for Wendy's and our franchisees. Specifically, some consumers may perceive animal protein products to have a higher impact on climate change and may limit their consumption as a result.

Reputation	Relevant, always included	Reputation risks are deemed relevant and always included because they affect our operations and are evaluated in our risk management processes. With respect to climate-related risks, two Board Committees play a direct role in overseeing the risk management process. The Corporate Social Responsibility Committee provides recommendations to the Board on ESG strategic initiatives. This includes reviewing and discussing risks and opportunities, and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations. The Audit Committee oversees the Company's Enterprise Risk Management (ERM) program and receives a comprehensive ERM report on a semi-annual basis and discusses the results with the Board. The Board also receives a comprehensive ERM report on an annual basis. Through our multidisciplinary ERM process, we identify events that might affect our business and direct operations, including upstream and downstream events; review risks, impacts and opportunities associated with those events; and develop mitigation activities to reduce the impact, likelihood or velocity of risks. Reputational risks are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including reputational risks, and management's plans for addressing them are discussed with the Board of Directors and appropriate Committees, including as part of the review of the Company's ERM program and processes. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to identify emerging risks that could affect the Company. Wendy's could be affected by reputational risks associated with climate change based on how we manage our environmental impacts and implement our overall ESG strategy. For example, negative publicity associated with an inability to responsibly source our top 10 priority food categories or meet our other ESG commitments could compromise the Company's reputation, damage consumer trust in our brand and have a material adverse effect on our results of operations and financial condition.
Acute physical	Relevant, always included	Acute physical risks are deemed relevant and are always included evaluated as part of our Enterprise Risk Management processes. This process involves reviewing and discussing climate-related risks and opportunities and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations.

		Acute physical risks are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including acute physical risks, and management's plans for addressing them are discussed with the Board of Directors and appropriate Committees, including as part of the review of the Company's ERM program and processes. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to identify emerging risks that could affect the Company. Wendy's, our franchised operations, and/or our suppliers, may be affected by severe weather or other natural disasters, which could result in significant business interruptions, impact our ability to serve our customers, result in lost sales and revenues for our restaurants and hurt our operating margins and profits. For example, Wendy's has food service operations across the U.S., some of which were adversely affected by severe storms, such as Hurricane Ian, and other extreme weather conditions that adversely affected Wendy's restaurant operations and suppliers in 2022. Wendy's mitigates this risk through continuous monitoring of situational intelligence monitoring and notification tools, media sources, weather reporting and other sources to maintain situational awareness and to develop advance notice of any natural, manmade or other spontaneous events. Wendy's also uses a similar strategy to help company-owned and franchise restaurants respond and recover from acute physical risks.
Chronic physical	Relevant, always included	Chronic physical risks are deemed relevant and always included because they are evaluated in our risk management processes. With respect to climate-related risks, two Board Committees play a direct role in overseeing the risk management process. The Corporate Social Responsibility Committee provides recommendations to the Board on ESG strategic initiatives. This includes reviewing and discussing risks and opportunities, and identifying emerging trends and evolving best practices relative to ESG strategic initiatives upstream, downstream and in our direct operations. The Audit Committee oversees the Company's Enterprise Risk Management (ERM) program and receives a comprehensive ERM report on a semi-annual basis and discusses the results with the Board. The Board also receives a comprehensive ERM report on an annual basis. Through our multidisciplinary ERM process, we identify events that might affect our business and direct operations, including upstream and downstream events; review risks, impacts and opportunities associated with those events; and develop mitigation activities to reduce the

		impact, likelihood or velocity of risks. Chronic physical risks are evaluated at various levels as appropriate, such as enterprise (including franchisees and our supply chain), Company, and asset levels. Material risk topics, including chronic physical risks, and management's plans for addressing them are discussed with the Board of Directors and appropriate Committees, including as part of the review of the Company's ERM program and processes. Management, including members of the Legal, Compliance, Risk and Public Affairs teams, regularly assess the external environment to identify emerging risks that could affect the Company. Longer-term shifts in climate patterns, such as increased temperatures and water scarcity could impact our supply chain, such as growing seasons for certain core commodities we use in our food products and packaging. Limited or no availability of core commodities and ingredients could impact our ability to serve our customers, result in lost sales and revenues for our Company and franchised restaurants, and hurt our operating margins and profits. Wendy's mitigates this risk through continuous monitoring of situational intelligence monitoring and notification tools, media sources, weather reporting and other sources to maintain situational awareness and to develop advance notice of any natural, manmade or other spontaneous events.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Direct operations

Risk type & Primary climate-related risk driver

Acute physical

Storm (including blizzards, dust, and sandstorms)

Primary potential financial impact

Decreased revenues due to reduced production capacity

Company-specific description

Wendy’s has food service operations across the U.S., some of which were adversely affected by severe storms and other extreme weather conditions that adversely affected Wendy’s customers and suppliers in 2022. For example, Hurricane Ian, a category 4 hurricane, brought damaging winds and rain to Florida, resulting in business interruption, impacts to deliveries, and additional costs to repair damaged restaurants, facilities, and other infrastructure.

Time horizon

Short-term

Likelihood

More likely than not

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

33,600,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Approach, assumption & figures used in calculation: in 2022, subsequent impacts from severe weather events resulted in damage, temporary interruptions or flooding to operations across the U.S. Wendy’s quantifies an estimated 2022 U.S. Systemwide financial impact from these events is estimated at approximately $33.6M, the vast majority of which represents lost sales based on restaurant operations that were disrupted or closed. This estimate includes impacts from all types of weather events, including winter storms, hurricanes, flooding, etc. This estimated impact is calculated by multiplying (AxB) where (A) is the 2022 U.S . systemwide sales of $11,694M (tied to the Company’s Annual Report on Form 10-K) and (B) is the estimated mid-point of the Wendy’s financial model derived direct revenue differences from Company-operated restaurants and royalty revenues from franchise-operated restaurants based on weather impact, the mid-point of which is 0.2875%, resulting in an estimate of $33.6M. While these figures represent the financial impact from extreme-weather related events in one year, it is not possible for Wendy’s to estimate the financial implications of future severe weather-related events, as they are highly variable due to severity and length of event and impact.

Cost of response to risk

208,000

Description of response and explanation of cost calculation

Case Study & Explanation of Cost: The supply chain cooperative providing procurement services on behalf of the Wendy’s North America system tracks costs associated with inclement weather, which includes costs related to obsolescence and assurance. In 2022, Wendy’s did not experience any additional costs, due to severe weather events, like Hurricane Ian. However, in 2021, obsolescence costs associated with food/beverage items that were unsold/unused due to decreased demand from restaurant closures and assurance costs associated with transporting food/beverage items to their intended destination during severe weather events, including re-routing deliveries and/or taking product out of other distribution centers, totaled approximately $208,000, with ~$193,000 associated with expedited freight and cost differentials and ~$15,000 from spoilage and disposal costs.

Comment

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resilience

Primary climate-related opportunity driver

Participation in renewable energy programs and adoption of energy-efficiency measures

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Participating in renewable energy programs, such as the Duke Community Solar Program (find the right name for this), is a way to both directly reduce costs and emissions. Expanding the program to all available markets would help support achievement of Wendy's science-based target, as well as realize direct cost savings for the participating restaurants.

Time horizon

Medium-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, an estimated range

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

2,000,000

Potential financial impact figure – maximum (currency)

4,000,000

Explanation of financial impact figure

This example assumes that Wendy’s can enroll 100 Company-operated restaurants in three states into community solar programs. The amount of cost savings derived is set by state law in states that have implemented community solar programs and is either 5% or 10%. Assuming 100 locations and savings of 5% (approximately $2,000) or 10% (approximately $4,000), total savings derived is between $200,000 (100 stores *$2,000 annual savings) and $400,000 (100 stores *$4,000 annual savings). Assuming the program operates for 10 years, total savings would range between $2M and $4M ($200k*10 years and $400k *10 years)

Cost to realize opportunity

800,000

Strategy to realize opportunity and explanation of cost calculation

There is zero cost to participate in these state-led programs, and use of time to implement them is considered business-as-usual, just like any other identified cost savings opportunity developed in-house. However, since participation in community solar programs doesn’t necessarily result in direct emissions reductions Wendy’s is intending to divert 20% of the savings to purchase RECs, resulting in a cost of up to $800,000 over 10 years (maximum of the range of $4M * 20%)

Comment

Identifier

Opp2

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Resource efficiency

Primary climate-related opportunity driver

Move to more efficient buildings

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

The Company's new Global Next Gen restaurant design is 10% more energy efficient than the current design standard, reducing future energy consumption per restaurant as Wendy's continues to grow our systemwide operations. This new design standard if utilized in all new traditional restaurant builds would save 8% in energy costs at each new restaurant.

Time horizon

Medium-term

Likelihood

Virtually certain

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

Yes, a single figure estimate

Potential financial impact figure (currency)

17,500,000

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

The impact lies within the Wendy's system, for new builds operated by our franchisees and the Company. If, for example, 500 new restaurants were built, and each restaurant saved 8% in energy costs (estimated at up to $3,200 per restaurant / year for this example), then the total annual estimated cost savings in energy use is up to $1.75M (500 x $3,500 per restaurant per year). Assuming 10 years of operation, this reduces operating costs within our system by up to $17.5M($1.75M x 10 years) over that timeframe.

Cost to realize opportunity

500,000

Strategy to realize opportunity and explanation of cost calculation

To create the new Global Next Gen design standards, Wendy's invested approximately $500,000, including use of a design consulting firm and use of Wendy’s design team.

Comment

C3. Business Strategy

C3.1

(C3.1) Does your organization’s strategy include a climate transition plan that aligns with a 1.5°C world?

Row 1

Climate transition plan

Yes, we have a climate transition plan which aligns with a 1.5°C world

Publicly available climate transition plan

No

Mechanism by which feedback is collected from shareholders on your climate transition plan

We have a different feedback mechanism in place

Description of feedback mechanism

In 2022, as part of our ongoing ESG shareholder outreach campaign, we met with several of our largest shareholders to discuss ESG issues, including the climate-related issues, our emissions targets, and our plans to achieve them. In 2022, we proactively communicated with holders of nearly 60% of our outstanding stock and held 1:1 meetings with holders of more than 50% of our outstanding stock to discuss a range of important ESG topics, including updates on our ESG goals associated with our Good Done Right strategy. We believe our engagement program empowers shareholders to provide feedback and raise concerns with us and enables us to effectively respond to their feedback in a transparent manner.

Frequency of feedback collection

Annually

Attach any relevant documents which detail your climate transition plan (optional)

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

	Use of climate-related scenario analysis to inform strategy	Primary reason why your organization does not use climate-related scenario analysis to inform its strategy	Explain why your organization does not use climate-related scenario analysis to inform its strategy and any plans to use it in the future
Row 1	No, but we anticipate using qualitative and/or quantitative analysis in the next two years	Other, please specify activities related to climate scenario analysis are currently underway	In 2022, Wendy's began putting additional resources in place to conduct scenario analysis in assessing climate-related risks and their potential financial implications. This included: scope 3 emissions quantification, setting science-based emissions reduction targets and developing enhanced climate risk assessment guidance in enterprise risk management. Wendy's is actively working on climate-related scenario analysis and intends to publish the findings within the next two years and on a regular basis thereafter. Scenario analysis will align with the TCFD recommendations and, during initial stages of implementation, will focus on qualitative analyses that explore the potential implications of climate change. As Wendy's gains more exposure to scenario analysis, our efforts will evolve to include both qualitative and quantitative analysis and disclosure.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence

Products and services	Yes	Description of strategy: As one of the largest quick-service restaurants in the hamburger segment, we depend on our ability to offer a safe, clean and comfortable dining experience to our guests. Climate related risks, including increased severity and frequency of extreme weather events, could cause temporary disruptions or closures throughout our operations, further impacting our ability to serve our customers. We recognize that doing our part to reduce our GHG emissions also provides business opportunities and have developed our strategy to support our continued provision of products and services to our customers. Mitigation activities: Wendy's mitigates this risk through continuous monitoring of situational intelligence monitoring and notification tools, media sources, weather reporting and other sources to maintain situational awareness and to develop advance notice of any natural, manmade or other spontaneous events. The time horizon for these strategies and goals span across the short-, medium-, and long term. Substantial strategic decision: Wendy's business strategy includes publicly committing to benchmarking, tracking and reducing Scopes 1, 2 and 3 emissions year-over-year and setting a science-based target by the end of 2023. Our validated science-based target was publicly announced in February 2023, nearly one year ahead of schedule, stating that. compared to a 2019 base year, by 2030, Wendy's will reduce our: (i) absolute Scope 1 and 2 GHG emissions by 47%; (ii) Scope 3 GHG emissions intensity by 47% per metric ton of purchased goods; and (iii) Scope 3 GHG emissions intensity by 47% per franchise restaurant.
Supply chain and/or value chain	Yes	Description of Strategy: Temperature averages and shifting seasons associated with climate change is increasing the severity and frequency of weather events and impacting water resources and availability in certain regions where Wendy's operates. Wendy's has already experienced losses as a result of severe weather events, including fires, floods, and hurricanes that resulted in supply chain shortages and/or interruptions in the availability of certain agricultural products and supplies. Because of this, we have developed our strategy to increase supply chain resilience. Mitigation activities: Wendy's mitigates this risk through continuous monitoring of situational intelligence monitoring

		and notification tools, media sources, weather reporting and other sources to maintain situational awareness and to develop advance notice of any natural, manmade or other spontaneous events. The time horizon for these strategies and goals span across the short-, medium-, and long term. Substantial strategic decision: Wendy’s business strategy includes transitioning all lettuce served in Wendy's Canadian restaurants to greenhouse sources and all tomatoes served in Wendy’s U.S. and Canadian restaurants to greenhouse sources. The time horizon for this strategy is current and ongoing.
Investment in R&D	Yes	Description of Strategy: containers and food packaging alone contribute to nearly 25% of the materials that are sent to landfills in the U.S. Many of these discarded materials are food-related containers and packaging. This has influenced our R&D investment strategy associated with packaging. Mitigation activities: To mitigate these climate-related impacts, Wendy’s business strategy includes investments and R&D in eliminating packaging waste by focusing on using less materials, conserving energy, and reducing our waste stream and associated emissions. Substantial strategic decision: Wendy’s publicly committed to sustainably sourcing 100% of our customer-facing packaging by 2026. Part of this commitment included establishing a full restricted substances list and initiating research into more sustainable packaging options. In 2022, the Wendy’s Sustainable Packaging team transitioned the majority of cups to a more sustainable option, as well as other packaging types, such as cutlery and straws in Canada. The time horizon for this spans across the short- and medium-term.
Operations	Yes	Description of Strategy: It is important to provide a pleasant dining experience in our restaurants and keep temperatures comfortable for customers. Wendy’s 415 Company-operated restaurants in the US and UK could see an increase in cooling degree days per year over the next two decades, resulting in increased energy costs in the summer to cool our restaurants. Mitigation activities: To mitigate these climate-related impacts, Wendy’s business strategy includes continuing to

		expand our global energy management program, identifying energy efficiency projects and initiatives throughout our corporate offices and restaurants and procuring sufficient insurance as needed. The time horizon for this strategy is current and ongoing. Substantial strategic decision: This has influenced our strategic decision to enhance our energy management efforts through installation of building management systems

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Revenues Direct costs	Description of influence: As a result of climate related risks, opportunities and public goals, any or all of which may have substantive impact on our business in the short-, medium- and long term (0-20 years), Wendy's has created a cross-functional ESG steering committee composed of senior leaders and supporting working groups related to food & packaging, energy & emissions and climate-related disclosures. In addition, Wendy's has a dedicated CSR team and has embedded climate-related activities into other functions to manage risks and opportunities and manage climate- related projects or processes. For example, Wendy's has food service and food retail operations across the U.S., which may be adversely affected by tornadoes, severe winter storms, hurricanes, floods and other extreme weather conditions that could also adversely affect Wendy's customers and suppliers. Severe weather or other natural disasters could result in significant business interruption, higher direct costs to procure ingredients, and impacts to our ability to serve our customers, resulting in lost sales and revenues for our restaurants, and hurting our operating margins and profits. As Wendy's has already experienced episodes of extreme weather, including hurricanes and resultant flooding, we've integrated chronic and physical climate-related risks into our financial planning process through our finance teams and QSCC, our independent supply chain purchasing co-op. Since 2020, Wendy's has invested in and resourced: energy efficiency measures; renewable energy programs; expanding greenhouse grown produce; and establishing and implementing identified programs and initiatives required to achieving our science-based targets.

C3.5

(C3.5) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition
Row 1	No, but we plan to in the next two years

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Absolute target
Intensity target

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

1.5°C aligned

Year target was set

2022

Target coverage

Company-wide

Scope(s)

Scope 1
Scope 2

Scope 2 accounting method

Market-based

Scope 3 category(ies)

Base year

2019

Base year Scope 1 emissions covered by target (metric tons CO2e)

16,319.5

Base year Scope 2 emissions covered by target (metric tons CO2e)

68,078.64

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target (metric tons CO2e)

Base year total Scope 3 emissions covered by target (metric tons CO2e)

Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

84,398.14

Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

Base year Scope 3, Category 8: Upstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 8: Upstream leased assets (metric tons CO2e)

Base year Scope 3, Category 9: Downstream transportation and distribution emissions covered by target as % of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e)

Base year Scope 3, Category 10: Processing of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 10: Processing of sold products (metric tons CO2e)

Base year Scope 3, Category 11: Use of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 11: Use of sold products (metric tons CO2e)

Base year Scope 3, Category 12: End-of-life treatment of sold products emissions covered by target as % of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e)

Base year Scope 3, Category 13: Downstream leased assets emissions covered by target as % of total base year emissions in Scope 3, Category 13: Downstream leased assets (metric tons CO2e)

Base year Scope 3, Category 14: Franchises emissions covered by target as % of total base year emissions in Scope 3, Category 14: Franchises (metric tons CO2e)

Base year Scope 3, Category 15: Investments emissions covered by target as % of total base year emissions in Scope 3, Category 15: Investments (metric tons CO2e)

Base year Scope 3, Other (upstream) emissions covered by target as % of total base year emissions in Scope 3, Other (upstream) (metric tons CO2e)

Base year Scope 3, Other (downstream) emissions covered by target as % of total base year emissions in Scope 3, Other (downstream) (metric tons CO2e)

Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

100

Target year

2030

Targeted reduction from base year (%)

47

Total emissions in target year covered by target in all selected Scopes (metric tons CO2e) [auto-calculated]

44,731.0142

Scope 1 emissions in reporting year covered by target (metric tons CO2e)

14,404.56

Scope 2 emissions in reporting year covered by target (metric tons CO2e)

56,336.11

Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 8: Upstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 9: Downstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 10: Processing of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 11: Use of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 12: End-of-life treatment of sold products emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 13: Downstream leased assets emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 14: Franchises emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Category 15: Investments emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (upstream) emissions in reporting year covered by target (metric tons CO2e)

Scope 3, Other (downstream) emissions in reporting year covered by target (metric tons CO2e)

Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

70,740.68

Does this target cover any land-related emissions?

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]

34.4301729066

Target status in reporting year

New

Please explain target coverage and identify any exclusions

The target is aligned to the Science Based Targets initiative (SBTi) guidance for Scope 1 + 2 emissions and aligned to 1.5*C pathway. SBTi approved the goal in December 2022. 100% of company-operated emissions are covered by this goal.

Plan for achieving target, and progress made to the end of the reporting year

Wendy's plans to achieve this target through many initiatives, which may include energy efficiency, equipment replacement, renewable energy procurement, and electrification among others. In 2022, emissions reductions were primarily associated with energy efficiency (Wendy's Energy Challenge) and equipment replacement initiatives, though Wendy's has initiated renewable energy procurement in our company-operated restaurants in the UK as well as in seven restaurants in Florida through Duke Energy Florida's Clean Energy Connection program. Approximately 5% of company-operated restaurants are currently utilizing 100% renewable electricity in 2022.

List the emissions reduction initiatives which contributed most to achieving this target

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

Well-below 2°C aligned

Year target was set

2022

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

Scope 3 category(ies)

Category 14: Franchises

Intensity metric

Other, please specify

metric tons CO2e per restaurant

Base year

2019

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)

184.25

Intensity figure in base year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)

Intensity figure in base year for total Scope 3 (metric tons CO2e per unit of activity)

184.25

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)

184.25

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure

% of total base year emissions in Scope 3, Category 1: Purchased goods and services covered by this Scope 3, Category 1: Purchased goods and services intensity figure

% of total base year emissions in Scope 3, Category 2: Capital goods covered by this Scope 3, Category 2: Capital goods intensity figure

% of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) covered by this Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) intensity figure

% of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution covered by this Scope 3, Category 4: Upstream transportation and distribution intensity figure

% of total base year emissions in Scope 3, Category 5: Waste generated in operations covered by this Scope 3, Category 5: Waste generated in operations intensity figure

% of total base year emissions in Scope 3, Category 6: Business travel covered by this Scope 3, Category 6: Business travel intensity figure

% of total base year emissions in Scope 3, Category 7: Employee commuting covered by this Scope 3, Category 7: Employee commuting intensity figure

% of total base year emissions in Scope 3, Category 8: Upstream leased assets covered by this Scope 3, Category 8: Upstream leased assets intensity figure

% of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution covered by this Scope 3, Category 9: Downstream transportation and distribution intensity figure

% of total base year emissions in Scope 3, Category 10: Processing of sold products covered by this Scope 3, Category 10: Processing of sold products intensity figure

% of total base year emissions in Scope 3, Category 11: Use of sold products covered by this Scope 3, Category 11: Use of sold products intensity figure

% of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products covered by this Scope 3, Category 12: End-of-life treatment of sold products intensity figure

% of total base year emissions in Scope 3, Category 13: Downstream leased assets covered by this Scope 3, Category 13: Downstream leased assets intensity figure

% of total base year emissions in Scope 3, Category 14: Franchises covered by this Scope 3, Category 14: Franchises intensity figure

100

% of total base year emissions in Scope 3, Category 15: Investments covered by this Scope 3, Category 15: Investments intensity figure

% of total base year emissions in Scope 3, Other (upstream) covered by this Scope 3, Other (upstream) intensity figure

% of total base year emissions in Scope 3, Other (downstream) covered by this Scope 3, Other (downstream) intensity figure

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this total Scope 3 intensity figure

10

% of total base year emissions in all selected Scopes covered by this intensity figure

10

Target year

2030

Targeted reduction from base year (%)

47

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]

97.6525

% change anticipated in absolute Scope 1+2 emissions

0

% change anticipated in absolute Scope 3 emissions

21

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)

149.89

Intensity figure in reporting year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)

Intensity figure in reporting year for total Scope 3 (metric tons CO2e per unit of activity)

149.89

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)

149.89

Does this target cover any land-related emissions?

No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

% of target achieved relative to base year [auto-calculated]

39.6778197985

Target status in reporting year

New

Please explain target coverage and identify any exclusions

The target is aligned to the Science Based Targets initiative (SBTi) guidance for Scope 3 emissions and aligned to the well-below 2*C pathway allowed for Scope 3 emissions at the time of submission for validation. SBTi approved the goal in December 2022. This goal covered 100% of our franchise-operated restaurants energy use, which represents approximately 10% of our Scope 3 emissions in the base year, 2019.

Plan for achieving target, and progress made to the end of the reporting year

The Wendy's Energy Challenge was undertaken by 18 franchisees in 2022. We plan to achieve this goal by continuing to expand the Wendy's Energy Challenge to franchise-operated restaurants, as well as supporting franchise efforts to procure renewable energy and RECs.

List the emissions reduction initiatives which contributed most to achieving this target

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Target reference number

Int 2

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

Well-below 2°C aligned

Year target was set

2022

Target coverage

Company-wide

Scope(s)

Scope 3

Scope 2 accounting method

Scope 3 category(ies)

Category 1: Purchased goods and services

Intensity metric

Other, please specify

Metric tons of purchased goods

Base year

2019

Intensity figure in base year for Scope 1 (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 2 (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)

6.86

Intensity figure in base year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)

Intensity figure in base year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)

Intensity figure in base year for total Scope 3 (metric tons CO2e per unit of activity)

6.86

Intensity figure in base year for all selected Scopes (metric tons CO2e per unit of activity)

6.86

% of total base year emissions in Scope 1 covered by this Scope 1 intensity figure

% of total base year emissions in Scope 2 covered by this Scope 2 intensity figure

% of total base year emissions in Scope 3, Category 1: Purchased goods and services covered by this Scope 3, Category 1: Purchased goods and services intensity figure

100

% of total base year emissions in Scope 3, Category 2: Capital goods covered by this Scope 3, Category 2: Capital goods intensity figure

% of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) covered by this Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) intensity figure

% of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution covered by this Scope 3, Category 4: Upstream transportation and distribution intensity figure

% of total base year emissions in Scope 3, Category 5: Waste generated in operations covered by this Scope 3, Category 5: Waste generated in operations intensity figure

% of total base year emissions in Scope 3, Category 6: Business travel covered by this Scope 3, Category 6: Business travel intensity figure

% of total base year emissions in Scope 3, Category 7: Employee commuting covered by this Scope 3, Category 7: Employee commuting intensity figure

% of total base year emissions in Scope 3, Category 8: Upstream leased assets covered by this Scope 3, Category 8: Upstream leased assets intensity figure

% of total base year emissions in Scope 3, Category 9: Downstream transportation and distribution covered by this Scope 3, Category 9: Downstream transportation and distribution intensity figure

% of total base year emissions in Scope 3, Category 10: Processing of sold products covered by this Scope 3, Category 10: Processing of sold products intensity figure

% of total base year emissions in Scope 3, Category 11: Use of sold products covered by this Scope 3, Category 11: Use of sold products intensity figure

% of total base year emissions in Scope 3, Category 12: End-of-life treatment of sold products covered by this Scope 3, Category 12: End-of-life treatment of sold products intensity figure

% of total base year emissions in Scope 3, Category 13: Downstream leased assets covered by this Scope 3, Category 13: Downstream leased assets intensity figure

% of total base year emissions in Scope 3, Category 14: Franchises covered by this Scope 3, Category 14: Franchises intensity figure

% of total base year emissions in Scope 3, Category 15: Investments covered by this Scope 3, Category 15: Investments intensity figure

% of total base year emissions in Scope 3, Other (upstream) covered by this Scope 3, Other (upstream) intensity figure

% of total base year emissions in Scope 3, Other (downstream) covered by this Scope 3, Other (downstream) intensity figure

% of total base year emissions in Scope 3 (in all Scope 3 categories) covered by this total Scope 3 intensity figure

85

% of total base year emissions in all selected Scopes covered by this intensity figure

84

Target year

2030

Targeted reduction from base year (%)

47

Intensity figure in target year for all selected Scopes (metric tons CO2e per unit of activity) [auto-calculated]

3.6358

% change anticipated in absolute Scope 1+2 emissions

0

% change anticipated in absolute Scope 3 emissions

27

Intensity figure in reporting year for Scope 1 (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 2 (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 1: Purchased goods and services (metric tons CO2e per unit of activity)

6.65

Intensity figure in reporting year for Scope 3, Category 2: Capital goods (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 5: Waste generated in operations (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 6: Business travel (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 7: Employee commuting (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 8: Upstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 9: Downstream transportation and distribution (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 10: Processing of sold products (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 11: Use of sold products (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 12: End-of-life treatment of sold products (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 13: Downstream leased assets (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 14: Franchises (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Category 15: Investments (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Other (upstream) (metric tons CO2e per unit of activity)

Intensity figure in reporting year for Scope 3, Other (downstream) (metric tons CO2e per unit of activity)

Intensity figure in reporting year for total Scope 3 (metric tons CO2e per unit of activity)

6.65

Intensity figure in reporting year for all selected Scopes (metric tons CO2e per unit of activity)

6.65

Does this target cover any land-related emissions?

Yes, it covers land-related and non-land related emissions (e.g. SBT approved before the release of FLAG target-setting guidance)

% of target achieved relative to base year [auto-calculated]

6.5132435953

Target status in reporting year

New

Please explain target coverage and identify any exclusions

The target is aligned to the Science Based Targets initiative (SBTi) guidance for Scope 3 emissions and aligned to the well-below 2*C pathway allowed for Scope 3 emissions at the time of submission for validation. SBTi approved the goal in December 2022. This goal covered 100% of our purchased goods and services category, which includes food, packaging, technology, and business services. This category represents approximately 85% of our Scope 3 emissions in the base year, 2019.

Plan for achieving target, and progress made to the end of the reporting year

Wendy's plan to achieve the target will be a result of a few initiatives: targeted engagement in our beef and dairy supply chains to significantly reduce emissions, incorporating demonstrated emissions reductions into our procurement strategy for products associated with our responsible sourcing initiative, incorporating more sustainable packaging through our sustainable packaging goal, and food mix shifts aligned to consumer preferences.

List the emissions reduction initiatives which contributed most to achieving this target

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

No other climate-related targets

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

Yes

C4.3a

(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	4	1,273
Implementation commenced*	0	0
Implemented*	7	3,388
Not to be implemented	0	0

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

Initiative category & Initiative type

Energy efficiency in buildings
Lighting

Estimated annual CO2e savings (metric tonnes CO2e)

1,063

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

349,117

Investment required (unit currency – as specified in C0.4)

508,980

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

Initiative category & Initiative type

Energy efficiency in buildings
Heating, Ventilation and Air Conditioning (HVAC)

Estimated annual CO2e savings (metric tonnes CO2e)

445

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

146,268

Investment required (unit currency – as specified in C0.4)

1,012,538

Payback period

4-10 years

Estimated lifetime of the initiative

11-15 years

Comment

29 upgraded HVAC system projects in 2022

Initiative category & Initiative type

Energy efficiency in buildings
Building Energy Management Systems (BEMS)

Estimated annual CO2e savings (metric tonnes CO2e)

858

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

242,454

Investment required (unit currency – as specified in C0.4)

403,158

Payback period

1-3 years

Estimated lifetime of the initiative

6-10 years

Comment

50 BMS installation in 2022

Initiative category & Initiative type

Energy efficiency in production processes
Machine/equipment replacement

Estimated annual CO2e savings (metric tonnes CO2e)

234

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1
Scope 2 (location-based)
Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

76,802

Investment required (unit currency – as specified in C0.4)

542,700

Payback period

4-10 years

Estimated lifetime of the initiative

6-10 years

Comment

71 toasters upgraded in 2022

Initiative category & Initiative type

Energy efficiency in production processes
Cooling technology

Estimated annual CO2e savings (metric tonnes CO2e)

108

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 1

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

318

Investment required (unit currency – as specified in C0.4)

184,675

Payback period

>25 years

Estimated lifetime of the initiative

6-10 years

Comment

89 refrigeration upgrade projects transitioned to R290 (propane) in 2022

Initiative category & Initiative type

Low-carbon energy consumption
Solar CSP

Estimated annual CO2e savings (metric tonnes CO2e)

531

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

6-10 years

Comment

Initiative category & Initiative type

Low-carbon energy consumption
Low-carbon electricity mix

Estimated annual CO2e savings (metric tonnes CO2e)

149

Scope(s) or Scope 3 category(ies) where emissions savings occur

Scope 2 (market-based)

Voluntary/Mandatory

Voluntary

Annual monetary savings (unit currency – as specified in C0.4)

0

Investment required (unit currency – as specified in C0.4)

0

Payback period

No payback

Estimated lifetime of the initiative

Ongoing

Comment

No additional fees once selected.

C4.3c

(C4.3c) What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Compliance with regulatory requirements/standards	
Dedicated budget for energy efficiency	

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products?

No

C5. Emissions methodology

C5.1

(C5.1) Is this your first year of reporting emissions data to CDP?

No

C5.1a

(C5.1a) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

Row 1

Has there been a structural change?

No

C5.1b

(C5.1b) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

	Change(s) in methodology, boundary, and/or reporting year definition?	Details of methodology, boundary, and/or reporting year definition change(s)
Row 1	Yes, a change in boundary	We have added in jet fuel for 2022, after confirming that we own a share of a plane.

C5.1c

(C5.1c) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in C5.1a and/or C5.1b?

	Base year recalculation	Base year emissions recalculation policy, including significance threshold	Past years' recalculation
Row 1	No, because the impact does not meet our significance threshold	Our base year recalculation policy for Scope 1+2 emissions is that any change +/- 5% will trigger a recalculation.	

C5.2

(C5.2) Provide your base year and base year emissions.

Scope 1

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

16,320

Comment

Scope 2 (location-based)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

69,107

Comment

Scope 2 (market-based)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

68,079

Comment

Scope 3 category 1: Purchased goods and services

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

10,143,417

Comment

Scope 3 category 2: Capital goods

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

53,635

Comment

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

20,080

Comment

Scope 3 category 4: Upstream transportation and distribution

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

277,538

Comment

Scope 3 category 5: Waste generated in operations

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

9,242

Comment

Scope 3 category 6: Business travel

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

6,121

Comment

Scope 3 category 7: Employee commuting

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)
22,610

Comment

Scope 3 category 8: Upstream leased assets

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 9: Downstream transportation and distribution

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
71,524

Comment

Scope 3 category 10: Processing of sold products

Base year start
January 1, 2019

Base year end
December 31, 2019

Base year emissions (metric tons CO2e)
0

Comment

Scope 3 category 11: Use of sold products

Base year start
January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 12: End of life treatment of sold products

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

146,947

Comment

Scope 3 category 13: Downstream leased assets

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3 category 14: Franchises

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

1,184,881

Comment

Activity data collected from franchises, emissions calculated using relevant EPA & IEA emission factors.

Scope 3 category 15: Investments

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO2e)

0

Comment

Scope 3: Other (upstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

Scope 3: Other (downstream)

Base year start

Base year end

Base year emissions (metric tons CO2e)

Comment

C5.3

(C5.3) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
The Greenhouse Gas Protocol: Scope 2 Guidance
The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

Reporting year

Gross global Scope 1 emissions (metric tons CO2e)

14,405

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?

Reporting year

Scope 2, location-based

60,397

Scope 2, market-based (if applicable)

56,336

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

8,007,224

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This category is calculated based on The Wendy's Company and Wendy's Quality Supply Chain Co-op purchases of goods, such as food and packaging, and services, such as IT support and includes al upstream emissions from the goods and services procured. Emissions were calculated using a mix of weight-based emissions factors for goods purchased and spend-based emissions factors for services. Emissions factors are taken from published sources, such as the EPA supply chain factors.

Capital goods

Evaluation status

Not relevant, calculated

Emissions in reporting year (metric tons CO2e)

48,802

Emissions calculation methodology

Average spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Wendy's estimated the emissions related to capital goods emissions following financial accounting classifications, including spend relating to (1) technology investments, including consumer-facing digital technology, (2) the opening of new Company-operated restaurants, (3) maintenance capital expenditures for our Company-operated restaurants, (4) reimaging existing Company-operated restaurants and (5) various other capital projects, utilizing the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard for average spend. Utilizing published emissions factors, the estimated total emissions of 48,802 metric tons CO2e equivalent, less than 1% of our Scope 3 emissions in 2022, or not relevant for active Wendy's management. Moving forward, this category will be recalculated if business objectives or the company footprint change above the threshold for restatement.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Not relevant, calculated

Emissions in reporting year (metric tons CO2e)

14,897

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This category is calculated based on the volume of fuel used by the company (in stationary and mobile sources) in the reporting year. Standard emission factors (scope 3) are selected for each of the reported fuels. Based on that calculation, emissions were estimated 14,897 metric tons CO2e, or less than 1% of total Scope 3 emissions in 2022, or not relevant for active Wendy's management. Moving forward this category will be recalculated if business objectives or the company footprint changes above the threshold for restatement.

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

269,267

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This represents transportation and distribution of purchased goods between Wendy’s tier 1 suppliers, distribution centers, and ultimately to Wendy's restaurants, encompassing the end-to-end logistics that are purchased by The Wendy's Company. This was calculated based on spend data during the reporting year and spend-based EPA Supply Chain Emissions Factors.

Waste generated in operations

Evaluation status

Not relevant, calculated

Emissions in reporting year (metric tons CO2e)

12,302

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the average data approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard using estimates for total waste generated, disposal and diversion methods, and standard emissions factors for each waste disposal method. Based on this estimation, completed in 2022, the resulting emissions are 12,302 metric tons CO2e, which is less than 1% of our total Scope 3 emissions, or not relevant for active Wendy's management. Moving forward, this category will be recalculated if business objectives or the company footprint change above the threshold for restatement.

Business travel

Evaluation status

Not relevant, calculated

Emissions in reporting year (metric tons CO2e)

6,136

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

Please explain

Scope 3 emissions are calculated based on the spend-based approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This category is calculated based on spend data, including concepts such as flights, land transportation, and accommodation. The emission factors are sourced from recognized databases. In 2022, emissions were estimated at 6,136 metric tons CO2e, less than 1% of Wendy's Scope 3 emissions, or not relevant for active Wendy's management. Moving forward, this category will be recalculated if business objectives or the company footprint changes above the threshold for restatement.

Employee commuting

Evaluation status

Not relevant, calculated

Emissions in reporting year (metric tons CO2e)

24,650

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard and includes transportation of employees between their homes and worksites during the reporting year, in vehicles not owned / operated by Wendy’s and emissions factors from recognized databases. In 2022, emissions were estimated at 24,650 metric tons CO2e, less than 1% of Wendy's Scope 3 emissions, or not relevant for active Wendy's management. Moving forward, this category will be recalculated if business objectives or the company footprint changes above the threshold for restatement.

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

This category is not relevant to Wendy's. Wendy's only leased assets are captured in Scope 1 and Scope 2. There are no upstream leased assets.

Downstream transportation and distribution

Evaluation status

Not relevant, calculated

Emissions in reporting year (metric tons CO2e)

86,924

Emissions calculation methodology

Spend-based method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The Wendy’s company-owned and franchised-owned restaurants do not directly provide delivery services and Wendy’s does not own any vehicles related to the delivery of food. Thus, there are no food delivery related emissions in the Scope 1 inventory of Wendy’s or its franchises. Any food deliveries are handled by third party services, where Wendy’s does not directly pay for the delivery of food to customers, which classifies them as Downstream Transportation and Distribution emissions. Today, approximately 6% of our sales are associated with deliveries. Data on deliveries such as delivery vehicles and customer locations and/or average distance for delivery are not provided to Wendy’s. To estimate average distance travelled and average fuel efficiency, industry and EPA data was used to estimate total fuel used in deliveries and standard emissions factors were utilized (e.g., EPA). At this time, emissions from this category are not relevant, but Wendy’s will recalculate should the percentage of deliveries increase substantially.

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

This category is not relevant to Wendy's. There is no downstream processing of the products that Wendy's sells.

Use of sold products

Evaluation status

Not relevant, explanation provided

Please explain

This category is not relevant to Wendy's. There are no direct use-phase emissions from Wendy’s sold products, as no further processing of our sold products is necessary.

End of life treatment of sold products

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

168,167

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. This category includes components - packaging waste and non-operational food waste in restaurants. For packaging, we calculated packaging that leaves our restaurants, assumed that the waste was landfilled and utilized the EPA emissions factor for landfilled MSW (municipal solid waste). For non-operational food waste, we used a spend-based method and applied the average pounds of food waste per $1000 of company revenue based on total sales, assume 100% is landfilled, and utilized the EPA emissions factor for landfilled food waste.

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

This category is not applicable to Wendy's. All downstream leased assets are captured in Category 14 - Franchises.

Franchises

Evaluation status

Relevant, calculated

Emissions in reporting year (metric tons CO2e)

1,001,261

Emissions calculation methodology

Average data method

Percentage of emissions calculated using data obtained from suppliers or value chain partners

8

Please explain

Scope 3 emissions are calculated based on the approach set out in the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. All franchise operated restaurants are included within this boundary. Approximately 8% of the emissions calculated are associated with energy data directly collected from franchisees and converted to emissions utilizing the same emissions factors as company-operated restaurants (EPA and IEA factors). Franchisees that did not provide data were extrapolated based on a per-restaurant basis utilizing the known Scope 1 and 2 emissions figures, restaurant format and square footage. The emissions profile per restaurant is expected to be consistent across company-operated and franchise-operated restaurants.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

The Company has a 50% share in a partnership in a Canadian restaurant real estate joint venture (“TimWen”) with a subsidiary of Restaurant Brands International Inc., a quick-service restaurant company that owns the Tim Hortons brand (Tim Hortons is a registered trademark of Tim Hortons USA Inc.). A wholly-owned subsidiary of Wendy’s then leases the restaurant facilities from TimWen, which are ultimately subleased to franchisees for the operation of Wendy’s/Tim Hortons combo units in Canada. All emissions associated with Wendy's stake in these investments are therefore included in our Category 14 (Franchise) emissions, so are not repeated here. There are no other investments.

Other (upstream)

Evaluation status

Please explain

Other (downstream)

Evaluation status

Please explain

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.00003376

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

70,740

Metric denominator

unit total revenue

Metric denominator: Unit total

2,095,505,000

Scope 2 figure used

Market-based

% change from previous year

15

Direction of change

Decreased

Reason(s) for change

Change in renewable energy consumption
Other emissions reduction activities
Change in revenue

Please explain

Wendy’s emission reductions activities included implementation of renewable energy sourcing for some company operated restaurants in Florida and a continuation of renewable energy in our UK restaurants. In addition, Wendy’s Energy Challenge, our energy efficiency program, continued to see improvements due to equipment maintenance and replacement, such as LED lighting and HVAC replacement, and installation of building management systems, resulting in approximately 5% emissions reduced or avoided. In addition, Wendy's revenue increased by approximately 10%, resulting in a net decrease of approximately 15%.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

Yes

C7.1a

(C7.1a) Break down your total gross global Scope 1 emissions by greenhouse gas type and provide the source of each used greenhouse warming potential (GWP).

Greenhouse gas	Scope 1 emissions (metric tons of CO2e)	GWP Reference
CO2	12,298	IPCC Fifth Assessment Report (AR5 – 100 year)
CH4	6	IPCC Fifth Assessment Report (AR5 – 100 year)
N2O	6	IPCC Fifth Assessment Report (AR5 – 100 year)
HFCs	2,095	IPCC Fifth Assessment Report (AR5 – 100 year)

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/area/region.

Country/area/region	Scope 1 emissions (metric tons CO2e)
United States of America	14,405
United Kingdom of Great Britain and Northern Ireland	0

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Company-Operated Restaurants	9,435
Offices	3,022
Company-Operated Fleet	1,948

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/area/region.

Country/area/region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
United States of America	60,146	56,085
United Kingdom of Great Britain and Northern Ireland	419	251

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By activity

C7.6c

(C7.6c) Break down your total gross global Scope 2 emissions by business activity.

Activity	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Company-Operated Restaurants	57,176	53,322
Offices	3,220	3,014

C7.7

(C7.7) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Not relevant as we do not have any subsidiaries

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Decreased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change in emissions	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	680	Decreased	0.9	Consumption of renewable electricity increased in the UK as well as the addition of several restaurants in the Duke Energy Florida's Clean Energy Connect Program. The change of emissions is calculated as (change in Scope 1+2 emissions attributed to renewable energy consumption / prior year Scope 1+2 market-based emissions) x 100, or (-680 / 75456.16)x100 = -0.90%)
Other emissions reduction activities	2,708	Decreased	3.59	Energy efficiency activities, including LED lighting and HVAC replacement, refrigerant replacement to a lower GWP option, and other equipment replacement, reduced emissions. The change of emissions is calculated as (change in Scope 1+2 emissions attributed to energy efficiency activities / prior year Scope 1+2 market-based emissions) x 100, or (-2708 / 75456.16)x100 = -3.59%)
Divestment				
Acquisitions				
Mergers				
Change in output	8,722	Decreased	11.56	This reflects changes in product mix and transactions. The percentage figure is calculated as (change in Scope 1+2 emissions attributed to change in output / prior year Scope 1+2 emissions) x 100, or (-8722 / 75456.16) x 100 = -11.56%
Change in methodology				

Change in boundary	568	Increased	0.75	This reflects the change to add in Jet Fuel - not previously identified as within the boundary as owned planes. The percentage figure is calculated as (change in scope 1+2 emissions attributed to change in boundary / previously year Scope 1+2 emissions) x 100, or (568 / 75456.16) x 100 = 0.75%
Change in physical operating conditions				
Unidentified				
Other				

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

More than 0% but less than or equal to 5%

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No

Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	64,334	64,334
Consumption of purchased or acquired electricity		2,080	148,882	150,962
Total energy consumption		2,080	213,216	215,296

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

Comment

This fuel type is not used in Wendy's operations.

Other biomass

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

Comment

This fuel type is not used in Wendy's operations.

Other renewable fuels (e.g. renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

Comment

This fuel type is not used in Wendy's operations.

Coal

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

Comment

This fuel type is not used in Wendy's operations.

Oil

Heating value

HHV

Total fuel MWh consumed by the organization

10,436

Comment

This includes diesel, gasoline and jet fuel

Gas

Heating value

HHV

Total fuel MWh consumed by the organization

53,898

Comment

This includes natural gas and propane

Other non-renewable fuels (e.g. non-renewable hydrogen)

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

0

Comment

This fuel type is not used in Wendy's operations.

Total fuel

Heating value

HHV

Total fuel MWh consumed by the organization

64,334

Comment

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero or near-zero emission factor in the market-based Scope 2 figure reported in C6.3.

Country/area of low-carbon energy consumption

United Kingdom of Great Britain and Northern Ireland

Sourcing method

Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier

Electricity

Low-carbon technology type

Low-carbon energy mix, please specify

Low carbon electricity bought and supplied into UK National Grid from a blend of sources including hydropower, wind, solar, biomass and landfill gas

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

975

Tracking instrument used

Contract

Country/area of origin (generation) of the low-carbon energy or energy attribute

United Kingdom of Great Britain and Northern Ireland

Are you able to report the commissioning or re-powering year of the energy generation facility?

Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2021

Comment

Country/area of low-carbon energy consumption

United States of America

Sourcing method

Retail supply contract with an electricity supplier (retail green electricity)

Energy carrier

Electricity

Low-carbon technology type

Solar

Low-carbon energy consumed via selected sourcing method in the reporting year (MWh)

1,105

Tracking instrument used

US-REC

Country/area of origin (generation) of the low-carbon energy or energy attribute

United States of America

Are you able to report the commissioning or re-powering year of the energy generation facility?

Yes

Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2022

Comment

Duke Energy Florida Clean Energy Connect Program

C8.2g

(C8.2g) Provide a breakdown by country/area of your non-fuel energy consumption in the reporting year.

Country/area

United States of America

Consumption of purchased electricity (MWh)

147,713

Consumption of self-generated electricity (MWh)

0

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

147,713

Country/area

United Kingdom of Great Britain and Northern Ireland

Consumption of purchased electricity (MWh)

1,169

Consumption of self-generated electricity (MWh)

0

Consumption of purchased heat, steam, and cooling (MWh)

0

Consumption of self-generated heat, steam, and cooling (MWh)

0

Total non-fuel energy consumption (MWh) [Auto-calculated]

1,169

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

No, and we do not anticipate being regulated in the next three years

C11.2

(C11.2) Has your organization canceled any project-based carbon credits within the reporting year?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

Yes

C11.3a

(C11.3a) Provide details of how your organization uses an internal price on carbon.

Type of internal carbon price

Implicit price

How the price is determined

Cost of required measures to achieve emissions reduction targets

Objective(s) for implementing this internal carbon price

Drive low-carbon investment
Identify and seize low-carbon opportunities
Reduce supply chain emissions

Scope(s) covered

Scope 2
Scope 3 (downstream)

Pricing approach used – spatial variance

Uniform

Pricing approach used – temporal variance

Static

Indicate how you expect the price to change over time

Actual price(s) used – minimum (currency as specified in C0.4 per metric ton CO2e)

7.72

Actual price(s) used – maximum (currency as specified in C0.4 per metric ton CO2e)

7.72

Business decision-making processes this internal carbon price is applied to

Operations
Opportunity management
Value chain engagement

Mandatory enforcement of this internal carbon price within these business decision-making processes

No

Explain how this internal carbon price has contributed to the implementation of your organization’s climate commitments and/or climate transition plan

This process is used to evaluate and prioritize renewable energy and other identified emissions reduction opportunities for our company-operated assets (direct operations) to drive low carbon investment and to recommend or encourage projects for franchisees, a downstream value chain engagement, which if implemented results in a reduction in Wendy's supply chain emissions.

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers
Yes, our customers/clients
Yes, other partners in the value chain

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Engagement & incentivization (changing supplier behavior)

Details of engagement

Climate change performance is featured in supplier awards scheme

% of suppliers by number

100

% total procurement spend (direct and indirect)

100

% of supplier-related Scope 3 emissions as reported in C6.5

100

Rationale for the coverage of your engagement

Key stakeholders are increasingly aware of sustainability and the impact our business has on both people and the planet. To complement our enhanced corporate responsibility journey, and to encourage action on climate and other ESG topics in our supply chain, Wendy’s and Quality Supply Chain Co-op, the independent purchasing co-op for the Wendy's North America system, award an annual “Good Done Right Supplier of the Year Award.” This award is given to a tier 1 supplier who is making strides within the Good Done Right Pillars – Food, People, Footprint. The Good Done Right award recognizes corporate responsibility efforts by our supplier partners that directly relate to Wendy’s products and their work with us. All of our tier 1 supply chain partners in food, beverage, packaging and equipment are eligible to be considered for the Good Done Right award

Impact of engagement, including measures of success

In 2022, Wendy’s invited all of our tier 1 suppliers to participate and received 110 submissions from our suppliers, detailing their contributions to Food, People and Footprint activities that reduce impact in our extended supply chain. More than 36% of our suppliers actively responded to our request for submissions, representing 50% of 2022 total spend. In 2022, the winner of the Good Done Right award helped the Wendy’s system reduce water use and waste. Our honorable mentions for the award were suppliers who are investing in solar energy to reduce their emissions and investing in certified sustainable programs for their supply chain.

Comment

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect GHG emissions data at least annually from suppliers
Collect targets information at least annually from suppliers
Collect other climate related information at least annually from suppliers

% of suppliers by number

9

% total procurement spend (direct and indirect)

26

% of supplier-related Scope 3 emissions as reported in C6.5

53

Rationale for the coverage of your engagement

In Wendy's 2020 Corporate Responsibility report, the Company published its goal to responsibly source its top 10 product categories responsibly by 2030, as these categories represented 82% of Wendy's Scope 3 emissions and life cycle assessment impacts in our footprint. Wendy's identified Tier 1 (direct) and Tier 2 (raw material) suppliers above a spend threshold in our global supply system providing at least one item included in the Top 10 priority food categories of our responsible sourcing goal as in scope for this goal. In 2022, we began implementation of the first component of our responsible sourcing program, the disclosure and audit program, which includes use of EcoVadis as a supplier data collection, benchmarking and evaluation tool, reaching out to approximately half of the suppliers in scope of this goal.

Impact of engagement, including measures of success

In Wendy's 2020 Corporate Responsibility report, the Company published its goal to responsibly source its top 10 product categories responsibly by 2030, as these categories represented 82% of Wendy's Scope 3 emissions and life cycle assessment impacts in our footprint. Wendy's invited approximately half of the suppliers in scope for the responsible sourcing program to participate in the program in 2022 and will continue to invite the remaining Tier 1 (direct) and Tier 2 (raw materials) suppliers into the program in 2023 to complete our first engagement cycle with all suppliers in scope. The impact associated with this engagement was to introduce the responsible sourcing goal to suppliers and have them understand their baseline for ESG information gathering and opportunity for program improvement through our goal. Having completed supplier engagement, as well as supplier and country risk assessments, Wendy's Responsible Sourcing program is now developing the program criteria for alignment, including both sustainability certifications and continuous improvement expectations over time, utilizing supporting technology, such as EcoVadis, to gather relevant information and assess the ESG performance of our suppliers. Of those invited in 2022, 67% have successfully onboarded and have active EcoVadis scorecards in the system.

Comment

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Other, please specify

Code of conduct featuring climate change KPIs

% of suppliers by number

9

% total procurement spend (direct and indirect)

68

% of supplier-related Scope 3 emissions as reported in C6.5

89

Rationale for the coverage of your engagement

North American suppliers (Tier 1 to Wendy’s), and their suppliers and contractors (Tier 2 to Wendy’s), are expected to comply with Wendy's Supplier Code of Conduct and all applicable local, state/provincial and federal laws and regulatory requirements as part of responsible business operations, including adhering to environmental standards. Suppliers are encouraged to operate responsibly at all times with a commitment to preserving our environment for future generations. Suppliers with active sustainability initiatives are encouraged to address, document and make continuous improvement efforts with regard to the following environmental considerations: water usage including wastewater management; soil management (specifically agricultural operations); energy reduction and fossil fuel usage; material and food waste reduction; packaging and recycling; solid waste reduction; emissions from manufacturing, processing and transportation; responsible construction and development; protection of forests and high conservation value areas; hazardous material handling and disposal; and responsible sourcing of raw materials.

Suppliers are expected to comply with applicable legal environmental requirements and regulations, including securing and renewing all related permits and approvals. In developing sustainable business practices, Wendy’s encourages suppliers to consider developing and deploying an environmental management system, based on international standards such as ISO 14001:2004, in an effort to identify, document, manage and/or mitigate any environmental issues or concerns.

Impact of engagement, including measures of success

The Supplier Code of Conduct was established in 2015 and applies specifically to suppliers’ business activities on behalf of the Wendy’s system in North America. When covered suppliers affirm annually that they have received and understand the specific outlined expectations of the Code, the engagement is successful. Suppliers with their own codes of conduct may share those with Wendy’s as part of the affirmation process. In 2022, covered suppliers represented 68% of our total procurement spend, representing the impact of this engagement.

Comment

C12.1b

(C12.1b) Give details of your climate-related engagement strategy with your customers.

Type of engagement & Details of engagement

Education/information sharing

Share information about your products and relevant certification schemes (i.e. Energy STAR)

% of customers by number

54

% of customer - related Scope 3 emissions as reported in C6.5

Please explain the rationale for selecting this group of customers and scope of engagement

To support our sustainable packaging goal, Wendy’s marks recyclable packaging with How2Recycle icons including guidance to customers on how to properly dispose of their packaging after their meal is complete. Wendy’s has added recycling guidance on all of our plastic cups and paper bags, as most of our packaging leaves our restaurants and this packaging is generally recyclable in curb-side programs, where offered. By encouraging our customers to recycle this packaging, it becomes available as recycled content for use again, rather than virgin materials. Both our cups and our paper bags also contain recycled content, making this on-pack education a critical part in reducing overall environmental impact of packaging. To evaluate recycling in restaurant, Wendy’s also initiated a recycling pilot in eight restaurants in the Chicago area, which featured in store signage and a local influencer campaign on Instagram and TikTok on America Recycles Day, featuring the How2Recycle logo on the cup.

Impact of engagement, including measures of success

Wendy’s measures customer engagement success in a number of ways, including incidence (total units / total transactions), which is used in this example. Our beverage incidence is more than 100%, indicating that an average transaction typically includes a beverage (or cup). The cups with the How2Recycle logo were new to our restaurants in 2022, resulting in 54% of cups sold in 2022 carrying the logo as we transition, resulting in ~54% of our transactions including this instructional material. We expect the number to increase substantially in 2023.

C12.1d

(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.

Wendy’s regularly engages franchisees to share learnings about resource efficiency and conservation. For example, in 2015, Wendy’s was among the first restaurant brands to sign on to the U.S. Department of Energy’s Better Buildings® Challenge – and the first restaurant company to include its franchisees in the Challenge. Since then, Wendy's has built an internal program, the Wendy's Energy Challenge, to gather energy use data from participating restaurants energy use, benchmark their use against their peers, and provide recommendations and best practices on energy efficiency opportunities. In 2022, 18 franchisees participated in this program. As a result of our new science-based target related to franchise emissions reduction, an enrollment campaign to encourage franchisees to participate in the Wendy’s Energy Challenge kicked off in Q4 2022, with the launch of an internal website, and continued in 2023 with informational webinars, and targeted 1:1 conversations. As a result, approximately 40 franchisees have now enrolled, more than doubling the prior participation, and representing approximately 34% of our total global restaurant footprint. Through this program, Wendy’s will support energy data gathering and assessment, provide guidance to franchisees to analyze that data to identify opportunities for efficiency gains, and make recommendations.

Wendy’s is also a supporting partner of the NextGen Consortium, a collaborative that is devoted to finding global solutions to reduce single-use food packaging waste and advance the design, commercialization and recovery of packaging alternatives. In 2022, this group achieved gaining "widely recycled" status for most polypropylene containers.

C12.2

(C12.2) Do your suppliers have to meet climate-related requirements as part of your organization’s purchasing process?

Yes, climate-related requirements are included in our supplier contracts

C12.2a

(C12.2a) Provide details of the climate-related requirements that suppliers have to meet as part of your organization’s purchasing process and the compliance mechanisms in place.

Climate-related requirement

Complying with regulatory requirements

Description of this climate related requirement

Suppliers are required to acknowledge our supplier code of conduct or provide their own as part of their contracts with Wendy's. Compliance with regulatory requirements is included in our supplier code of conduct.

% suppliers by procurement spend that have to comply with this climate-related requirement

100

% suppliers by procurement spend in compliance with this climate-related requirement

100

Mechanisms for monitoring compliance with this climate-related requirement

First-party verification

Response to supplier non-compliance with this climate-related requirement

Retain and engage

Climate-related requirement

Climate-related disclosure through a non-public platform

Description of this climate related requirement

Suppliers that are part of the responsible sourcing program (select food suppliers based on Wendy's Responsible Sourcing goal) must submit information through EcoVadis, including emissions data and evidence of emissions reductions activities, by 2030.

% suppliers by procurement spend that have to comply with this climate-related requirement

86

% suppliers by procurement spend in compliance with this climate-related requirement

63

Mechanisms for monitoring compliance with this climate-related requirement

Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement

Retain and engage

Climate-related requirement

Implementation of emissions reduction initiatives

Description of this climate related requirement

Suppliers that are part of the responsible sourcing program (select food suppliers based on Wendy's Responsible Sourcing goal) and that are part of the sustainable packaging program (select packaging suppliers providing customer-facing packaging) must align to the tenets of these goals, which includes emissions reductions either as initiatives or through their products.

% suppliers by procurement spend that have to comply with this climate-related requirement

96

% suppliers by procurement spend in compliance with this climate-related requirement

61

Mechanisms for monitoring compliance with this climate-related requirement

Supplier scorecard or rating

Response to supplier non-compliance with this climate-related requirement

Retain and engage

C12.3

(C12.3) Does your organization engage in activities that could either directly or indirectly influence policy, law, or regulation that may impact the climate?

Row 1

External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the climate

Yes, our membership of/engagement with trade associations could influence policy, law, or regulation that may impact the climate

Yes, we fund organizations or individuals whose activities could influence policy, law, or regulation that may impact the climate

Does your organization have a public commitment or position statement to conduct your engagement activities in line with the goals of the Paris Agreement?

Yes

Attach commitment or position statement(s)

📎 The-Wendys-Company-Strengthens-Commitment-to-Climate-Action-Targeting-Ambitious-Greenhouse-Gas-Emissions-Cuts-2023.pdf

Describe the process(es) your organization has in place to ensure that your external engagement activities are consistent with your climate commitments and/or climate transition plan

ESG matters, including climate change, and government relations/public affairs are management responsibilities of Wendy's Chief Corporate Affairs & Sustainability Officer (CCASO). These responsibilities are delegated to the CCASO to ensure that Wendy's direct and indirect activities that influence policy are consistent with our overall climate change strategy. Additionally, public policy positions are determined through a consultative process across the business that includes operations, finance, and development, to enable identification of priority topics and the Company's position on them and ensure that our position is also consistent with our ESG goals and strategy and Company values. ESG topics and progress, as well as public policy advocacy and engagement activities are regularly reported to the Board and its committees.

C12.3b

(C12.3b) Provide details of the trade associations your organization is a member of, or engages with, which are likely to take a position on any policy, law or regulation that may impact the climate.

Trade association

US Chamber of Commerce

Is your organization’s position on climate change policy consistent with theirs?

Consistent

Has your organization attempted to influence their position in the reporting year?

No, we did not attempt to influence their position

Describe how your organization’s position is consistent with or differs from the trade association’s position, and any actions taken to influence their position

According to the U.S. Chamber of Commerce, the Chamber “believes that there is much common ground on which all sides of this discussion could come together to address climate change with policies that are practical, flexible, predictable, and durable. We believe in a policy approach that is supported by market-based solutions, developed through bipartisan legislation in Congress, and acknowledges the costs of action and inaction and the competitiveness of the U.S. economy. We work with policymakers to forge climate solutions and engage in the United Nations COP on behalf of the business community.” To that end, Wendy’s position on climate change is aligned with that of the U.S. Chamber of Commerce, so we did not attempt to influence their position. Setting science-based targets for our operations and supply chain demonstrates our commitment to transparency and is consistent with the US Chamber of Commerce's market-based solution.

Funding figure your organization provided to this trade association in the reporting year (currency as selected in C0.4)

Describe the aim of your organization’s funding

Have you evaluated whether your organization’s engagement with this trade association is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.3c

(C12.3c) Provide details of the funding you provided to other organizations or individuals in the reporting year whose activities could influence policy, law, or regulation that may impact the climate.

Type of organization or individual

Non-Governmental Organization (NGO) or charitable organization

State the organization or individual to which you provided funding

U.S. Roundtable for Sustainable Beef

Funding figure your organization provided to this organization or individual in the reporting year (currency as selected in C0.4)

15,000

Describe the aim of this funding and how it could influence policy, law or regulation that may impact the climate

Wendy’s pays a membership fee to the US Roundtable for Sustainable Beef to support an industry shift in more sustainable beef production. The USRSB has an established goal to achieve climate neutrality by 2040.This goal statement reflects the recognition by the U.S. beef industry that the activities associated with beef production are both impacted by and contribute to GHG emissions in the short and long-term. It underscores the full industry’s commitment to produce more with less and contribute to a future that stays within 2 degrees or ideally 1.5 degrees Celsius of global average temperature increase relative to pre-industrial times. Additionally, the USRSB has established sector targets for the Retail & Foodservice sector, which includes:

- All USRSB member retail and foodservice companies have set credible GHG reduction goals to reduce scope 1 and 2 emissions by 2023;
- All USRSB member retail and foodservice companies have set credible GHG reduction goals for their company to reduce scope 3 emissions and are publicly reporting progress by 2030; and
- All USRSB member retail and foodservice companies have a strategic plan in place by 2030 with concrete steps to achieve climate neutrality for the beef value chain by 2040 for scopes 1, 2 and 3.

Have you evaluated whether this funding is aligned with the goals of the Paris Agreement?

Yes, we have evaluated, and it is aligned

C12.4

(C12.4) Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Publication

In mainstream reports

Status

Complete

Attach the document

2022-Annual-Report_TWC.pdf

Page/Section reference

Strategy pp 3-4
Risks & opportunities pp 12, 20, 27-28,
Emissions targets – Introduction letter (pdf page 4)
Other metrics – Introduction letter (pdf page 4)

Content elements

Strategy
Risks & opportunities
Emission targets
Other metrics

Comment

Publication

In mainstream reports

Status

Complete

Attach the document

2023-Proxy-Statement.pdf

Page/Section reference

Governance pp. 3, 13, 16-18, 20-24, 26, 32, 34
Strategy pp.5, 34-37, 53-54
Risks & opportunities pp. 34-37
Emissions targets; pp 36
Other metrics pp 35-37

Content elements

Governance
Strategy
Risks & opportunities
Emission targets
Other metrics

Comment

Publication

In voluntary sustainability report

Status

Complete

Attach the document

Wendys-2022-Corporate-Responsibility-Report.pdf

Page/Section reference

Governance pp. 8-10
Strategy pp. 4, 6-7
Risks & opportunities pp. 9-10, 13-16, 34-41
Emissions figures pp. 35, 48-49
Emissions targets pp. 4, 13-14
Other metrics pp. 36, 38-39, 45, 50-54

Content elements

Governance
Strategy
Risks & opportunities
Emissions figures
Emission targets
Other metrics

Comment

C12.5

(C12.5) Indicate the collaborative frameworks, initiatives and/or commitments related to environmental issues for which you are a signatory/member.

	Environmental collaborative framework, initiative and/or commitment	Describe your organization’s role within each framework, initiative and/or commitment
Row 1	Business Ambition for 1.5C Other, please specify Roundtable for Sustainable Palm Oil	The Roundtable for Sustainable Palm Oil (RSPO) is a global, not-for-profit organization with a focus on bringing together stakeholders from across the palm oil supply chain to develop and implement global standards for sustainable palm oil. Members since 2015, we have annually reported our continued progress in use of certified sustainable palm oil through the RSPO’s Annual Communication of Progress (ACOP). We are signatories to the business ambition for 1.5C.

C15. Biodiversity

C15.1

(C15.1) Is there board-level oversight and/or executive management-level responsibility for biodiversity-related issues within your organization?

	Board-level oversight and/or executive management-level responsibility for biodiversity-related issues	Description of oversight and objectives relating to biodiversity
Row 1	Yes, executive management-level responsibility	The highest level of responsibility for climate-related issues within Wendy's is held by the Corporate Social Responsibility Committee of our Board of Directors. Pursuant to its Board-approved Charter, the Corporate Social Responsibility Committee has responsibility for the review and oversight of environmental, social, and governance (ESG) matters. Guided by our comprehensive materiality assessment reported in 2020, the CSR Committee focuses on the most material ESG topics e.g., animal care and welfare, food safety and quality, responsible sourcing and other supply chain matters, deforestation, sustainable packaging, food waste, energy use, GHG emissions, climate risk, water use, and workforce diversity, equity and inclusion, demonstrating the importance of such issues to Wendy's and its future. The Corporate Social Responsibility Committee regularly reports and provides recommendations to the Board of Directors with respect to the Company's ESG strategic initiatives. The Wendy's Board of Directors and the Senior Leadership Team believe this integrated approach enables climate-related risks to be evaluated in connection with other broad-ranging risks that may affect the Company. Our directors have a diversity of experience and perspective that spans a broad range of industries in the public, private and not-for-profit sectors. They bring to our Board a wide variety of qualifications, skills and attributes that strengthen the Board's ability to carry out its oversight role on behalf of our stockholders. Ten of Wendy's 12 directors have reported possessing relevant experience, qualifications or skills with respect to sustainability or other environmental, social, & governance (ESG) matters.

C15.2

(C15.2) Has your organization made a public commitment and/or endorsed any initiatives related to biodiversity?

	Indicate whether your organization made a public commitment or endorsed any initiatives related to biodiversity
Row 1	No, and we do not plan to do so within the next 2 years

C15.3

(C15.3) Does your organization assess the impacts and dependencies of its value chain on biodiversity?

Impacts on biodiversity

Indicate whether your organization undertakes this type of assessment

No, but we plan to within the next two years

Dependencies on biodiversity

Indicate whether your organization undertakes this type of assessment

No, but we plan to within the next two years

C15.4

(C15.4) Does your organization have activities located in or near to biodiversity-sensitive areas in the reporting year?

Not assessed

C15.5

(C15.5) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

	Have you taken any actions in the reporting period to progress your biodiversity-related commitments?	Type of action taken to progress biodiversity- related commitments
Row 1	Yes, we are taking actions to progress our biodiversity-related commitments	Land/water protection Land/water management Species management Livelihood, economic & other incentives

C15.6

(C15.6) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
Row 1	No, we do not use indicators, but plan to within the next two years	Response indicators

C15.7

(C15.7) Have you published information about your organization's response to biodiversity-related issues for this reporting year in places other than in your CDP response? If so, please attach the publication(s).

Report type	Content elements	Attach the document and indicate where in the document the relevant biodiversity information is located
In voluntary sustainability report or other voluntary communications	Governance	Page 9 [1]

[1] Wendys-2022-Corporate-Responsibility-Report.pdf

C16. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

C16.1

(C16.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Corporate Affairs & Sustainability Officer	Chief Sustainability Officer (CSO)

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I understand that my response will be shared with all requesting stakeholders	Response permission
Please select your submission options	Yes	Public

Please confirm below

I have read and accept the applicable Terms