

WENDY'S UK



GENDER PAY GAP REPORT

2023



A LETTER FROM MICHAEL CLARKE

Wendy's founder, Dave Thomas, opened the first Wendy's restaurant with an unwavering commitment to serve fresh, high-quality food, at a fair price, in a comfortable atmosphere. We started selling our famous square-shaped hamburgers more than 50 years ago, and since day one, we've aimed to treat our employees in that same spirit: fair and square.

Dave built Wendy's on the premise, "Quality is our Recipe®," which remains our guidepost. We continue to honour his legacy and the core values he taught us, including Do the Right Thing and Treat People with Respect. At Wendy's Restaurants of U.K. Limited, we believe that pay is one component of our commitment to doing the right thing for our employees. The Company has established competitive pay ranges for our positions and our employees are paid consistent with the applicable range. Of course, there are a variety of legitimate business factors that may impact compensation, such as geographic location, performance, experience, among others. The Company continuously monitors our pay programs and practices to ensure they are competitive for all Company employees. We consider many factors when determining compensation for our employees and internal equity is one of them.

In 2021, Wendy's re-entered the United Kingdom to bring our signature menu items that fans know and love, such as our made-to-order square hamburgers using fresh British beef, chili, freshly prepared salads and the iconic Frosty® dessert. Since 2021, we have expanded our brand presence across the country, investing in the local economy and bringing more jobs to the local communities in which we operate. As a result of our continued growth in the U.K., Wendy's Restaurants of U.K. Limited has recently reached the threshold of more than 250 employees and the Company now has a legal obligation to publish a Gender Pay Gap Report annually. This report includes six calculations related to Gender Pay Gap, Gender Bonus Gap, the proportion of males and females who received bonus pay and salary quartiles – those calculations are set out below.

We can confirm the Gender Pay Gap reporting within this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

A handwritten signature in black ink that reads "Michael Clarke". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Michael Clarke
Managing Director, Europe
Wendy's Restaurants of U.K. Limited

THE DATA

The ordinary pay gap calculations contained within this report are based on hourly rates of pay during the pay period which includes the snapshot date of 5 April 2023.

Gender Pay Gap - Ordinary Pay:

0.0%
Median Gender Pay Gap

9.6%
Mean Gender Pay Gap

The bonus pay gap calculations contained within this report relate to the bonus period 6 April 2022 to 5 April 2023 inclusive.

Gender Bonus Gap:

21.4%
Median Bonus Gap

39.0%
Mean Bonus Gap

Bonus Proportion:

58.6%
of Women Received a Bonus

58.5%
of Men Received a Bonus

Pay Quartiles:

QUARTILE	FEMALE	MALE
LOWER	60.2%	39.8%
LOWER MIDDLE	51.0%	49.0%
UPPER MIDDLE	44.3%	55.7%
UPPER	44.3%	55.7%