

Performance Summary

	Areas of Focus	Year ²⁵	Status	Progress and Initiatives
FOOD	Responsibly source our top 10 priority food categories in the U.S. and Canada	2030		<ul style="list-style-type: none"> We advanced responsible sourcing efforts, including reaching 39% of our 2030 goal through progress within our potato, beverage and buns & bakery supply chains.
	→ Source 100% of our U.S. and Canadian beef, chicken and pork from suppliers that prohibit the routine use of medically important antibiotics	2030		<ul style="list-style-type: none"> While our work through the ACSP has helped increase our supply chain visibility and opened the door to building new relationships with indirect suppliers, progress toward our goal remains challenging in our beef and pork supply chains. We achieved our chicken goal in the U.S. in 2019.
	→ Achieve sector-specific targets through our membership with the <u>U.S. Roundtable for Sustainable Beef (USRSB)</u>	Multiple		<ul style="list-style-type: none"> Of the 14 U.S. Roundtable for Sustainable Beef (USRSB) sector-specific goals, we've achieved 11 and are on track to complete the remaining three. We entered partnerships through the Legacy Landscapes Program and the Fresh Resilience Beef Cattle Program to help strengthen the resiliency of the U.S. beef supply chain.
FOOTPRINT	Compared to a 2019 base year, reduce:			
	→ Absolute Scope 1 and 2 greenhouse gas emissions by 47%	2030		<ul style="list-style-type: none"> Absolute Scope 1 and 2 emissions decreased by 36%.
	→ Scope 3 greenhouse gas emissions intensity by 55% per franchise restaurant	2030		<ul style="list-style-type: none"> Emissions intensity per franchise restaurant decreased by 8%.
	→ Scope 3 greenhouse gas emissions intensity by 55% per metric ton of purchased goods	2030		<ul style="list-style-type: none"> Emissions intensity per metric ton of goods purchased decreased by 14%
	→ Absolute forest, land and agriculture Scope 3 greenhouse gas emissions by 33.3%	2030		<ul style="list-style-type: none"> Absolute forest, land and agriculture emissions decreased by 9%.
	No deforestation across our primary commodities most at risk of deforestation			<ul style="list-style-type: none"> Implemented a program to identify deforestation risk and track documentation for at risk commodities.
	Sustainably source 100% of our customer-facing packaging in the U.S. and Canada	2026		<ul style="list-style-type: none"> Sourced 77% of our customer-facing packaging in the U.S. and Canada sustainably. We anticipate reaching ~90% by the end of 2026, and intend to pursue opportunities for continuous improvement to transition our remaining customer-facing packaging.
PEOPLE	Since 2021, increase the representation of underrepresented populations among our Company's leadership and management, as well as the diversity of our franchisee owners	2025		<ul style="list-style-type: none"> Leveraged multicultural recruiting efforts to support broad candidate reach, including partnerships with the Central Intercollegiate Athletic Association, the Thurgood Marshall College Fund and other institutions. Offered training and development programs for all employees at all levels, ranging from restaurant crew members to our Company leaders. Updated the WeLearn training platform to deliver simple, accessible and focused training that supports employee development at every level. Fostered culture and connection by expanding Employee Resource Group (ERG) programming and membership, including expansion beyond Restaurant Support Center to field locations across the globe.
	→ Increase representation of women in leadership			
	→ Increase representation of people of color in management and leadership			
	→ Understand and address what has been referred to as the "broken rung" of leadership			
	→ Increase representation of diverse and women-owned franchisees			
	→ Continue to drive diversity on the Board of Directors			

In Progress Complete

²⁵ To be completed by the end of the stated year.