



WELCOME TO AMERICA'S DINER®

Denny's Corporate Commitment:

- Denny's is committed to embracing the unique qualities of each employee and valuing differences in thought, culture, and experiences. We have built a diverse and inclusive workforce and demonstrate our commitment by making diversity top-of-mind and celebrating it every day.
- Our internal and external culture promotes our openness to all people, ideas and perspectives, and highlights our commitment to diversity while aligning with our corporate strategy and core values.

Diversity, Equality & Inclusion - Mission, Vision & Values

- Mission: To build, nurture and grow Denny's culture, wildly diverse, demonstrably inclusive and unquestionably fair and equal in opportunity for all; To be a place that employs all, buys from all, promotes all, serves all and supports all as a natural extension of who we are.
- Vision: We will become the industry leader in all areas of Diversity, Equality and Inclusion. This status will allow us to not only lead for our people and society, but also grow our business results for all of our various stakeholders.
- Values: Embrace openness is one of our five guiding principles and part of the values all must follow to work at Denny's. Embrace Openness means we value all people and all areas of Diversity, Equality and Inclusion.

Partnerships:

- For more than 60 years, local families and communities across the country have made Denny's a neighborhood gathering spot. We're proud of that heritage and, like any good neighbor, we help support the diverse causes that our communities care about – from education initiatives and minority business conferences, to childhood hunger programs and fundraisers.
- Examples of partnerships and organizations supported (past and present):
 - AAA Scholarship Foundation
 - BET Experience Community Impact Awards
 - Greater Women's Business Council
 - Hispanic Association of Colleges & Universities
 - HACR - Hispanic Association on Corporate Responsibility



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- Human Rights Campaign National Dinner
- International African American Museum Partner (Coming soon in 2020)
- League of United Latin American Citizens
- Magic Johnson Foundation & Detroit Holiday Outreach
- Martha Vineyard's African American Film Festival
- NAACP (National Association for the Advancement of Colored People)/NAACP Image Awards
- NAACP Religious Leaders Summit
- National Action Network
- National Civil Rights Museum Expansion/ Reignite the Dream Campaign
- National King Center Nonviolence/Reignite the Dream Campaign
- National Minority Supplier Development Council
- National Urban League
- Rainbow Push Coalition/College Tour
- Selma 50 Year Celebration (2015 Sponsor)
- Share Our Strength's No Kid Hungry Campaign
- Step up for Students
- Supports The Conference of National Black Churches (CNBC)
- The Steve Harvey Foundation
- The Tom Joyner Foundation (First Generation, Single Parent, Arts/Film, Business Scholarship Programs)
- United Way of the Piedmont
- Urban League of the Upstate
- U.S. Hispanic Leadership Institute
- U.S. Pan Asian American Chamber of Commerce Education Foundation
- Position on Wilberforce University (John Miller, Vice Chair)
- Women's Business Enterprise National Council
- 2014 BET College Tour

Workforce (Denny's Corporate/Company Restaurants):

- Denny's has a long history of impacting the communities we serve by giving back, supporting and participating in efforts that celebrate, promote and embrace the cultural diversity of our employees and customers.
- Denny's company workforce is made up of **9,315** employees:
 - White: 32.4%
 - Hispanic: 41.2%



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- African American: 15.8%
- Other: 10.6%
- Male: 45.5%
- Female: 54.4%
- As of July 2018, minorities make up **68%** of Denny's total workforce and **52%** of the restaurant management level.
- The board of Denny's Corporation consists of 10 directors, **50%** of which are minorities and 30% women. We believe a diverse workplace is a strong workplace and should reflect the communities we serve.
- The brand has offered a POWER Fund (Power of We Employee Relief Fund) since 2005.
 - The company has raised \$697,824 since the program's inception helping 551 people/families along the way.

Franchises:

- Denny's has **108** international locations
- As of July 2018:
 - 49% of our total restaurants are minority owned
 - 5% of our total restaurants are owned by members of the LGBT community
 - 22% of our total restaurants are owned by women actively participating in the business
 - 90% of our total restaurants are franchise owned

Supplier Diversity:

- Our mission at Denny's is to establish beneficial business relationships with diverse suppliers who share our commitment to exceptional quality, excellent customer service and competitive pricing.
- In order to develop and strengthen partnerships with minority and women-owned suppliers, Denny's has spent nearly \$2 billion with diverse and disadvantaged suppliers since our Supplier Diversity Program was initiated in 1993.
- In 2017, diverse and disadvantaged businesses represented 13.2% of Denny's purchases.
- 33.5% of Denny's diverse spending is with Hispanic suppliers of goods and services.
- Hispanic represent Denny's largest spending segment by \$3.4 million with African American ranked #2.
- Denny's has been a long term supporter of United States Hispanic Chamber of Commerce.



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- In the area of local community engagement, Denny's is a supporter of the Upstate Hispanic Alliance organization with plans to host a local Hispanic Cultural Celebration during Hispanic Heritage month.

Supply Chain:

- **Eggs:** In 2016 Denny's committed to serving and sourcing 100 percent cage-free eggs in all of its U.S. restaurants by 2026.
- **Antibiotics & Synthetic Growth Hormones:** We support the responsible application of antibiotics for the purpose of maintaining animal health managed through veterinary oversight in accordance with GFI 213. We are committed to sourcing as much product as possible from suppliers that support our position against using non-therapeutic antibiotics and synthetic growth hormones.
- **Cattle:** We continue to strongly emphasize our purchase preference with suppliers who use polled breeding stock versus the painful practice of dehorning cattle, and emphasize the use of humane stunning methodologies. We are committed to sourcing as much product as possible from these preferred suppliers.
- **Hogs:** Since 2012, we have been committed to sourcing our pork from suppliers that practice the limited use of gestation crates for the housing of sows, and are committed to sourcing as much product as possible from these preferred suppliers.
- **Turkeys:** Since 2011, we have been using suppliers that practice the most humane slaughter method (CAK), and received recognition from PETA for our commitment.
- **BROILER CHICKENS:** Denny's understands the issues surrounding the welfare of broilers in the supply chain, and stands in support of the humane treatment of these animals. Denny's has been a longtime proponent of humane stunning methodologies for all agricultural animals, including but not limited to chickens.
 - Denny's believes in and supports prudent and responsible efforts toward these ongoing transitions.
 - The development of healthier bird strains,
 - Reduced stocking levels,
 - Providing environmental enrichments, and
 - The move to controlled atmosphere processing.

Hungry for Education Scholarship Program:

- In an effort to help fight childhood hunger and promote education, Denny's launched the Hungry for Education Scholarship program in 2011, and has since awarded more than \$1MM in combined scholarships to deserving elementary, high school and college students across the country.



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- Close to 400 scholarships awarded to students since the program's inception.
- The annual program, which starts in September, asks students to submit essays on how they can help fight childhood hunger in their communities, and one deserving student is selected by Denny's to have their idea be put into action in their community.
- Denny's identified strategic partners to help award scholarships and to impact the lives of high-need students across the country, including:
 - **AAA Scholarship Foundation:** Provides economic and other assistance to economically disadvantaged families to enable them to select the best schools for their children (www.aaascholarships.org/schools/).
 - **Hispanic Association of Colleges and Universities (HACU):** The only national educational association representing Hispanic-Serving Institutions (HSIs) and more than 400 colleges and universities committed to Hispanic higher education success in the U.S., Puerto Rico, Latin America, and Spain (www.hacu.net/).
 - **Magic Johnson Foundation:** Founded by Earvin "Magic" Johnson in 1991 and works to develop programs and support community-based organizations that address the educational, health and social needs of ethnically diverse, urban communities (www.magicjohnson.org/).
 - **Step up for Students:** Since 2002, Step Up For Students has offered scholarships for low-income students in grades K-12. The program, which administers the Florida Tax Credit Scholarship Program, empowers families to choose the best learning environment for their children's learning needs (www.stepupforstudents.org/).
 - **The Tom Joyner Foundation:** Provides programming initiatives and partnerships in support of historically black colleges and universities (HBCU) and their communities (www.tomjoynerfoundation.org/).
 - **Urban League of the Upstate:** A non-profit organization committed to the principle of equal opportunity for all citizens in housing, education, employment, and economic development, without regard to race or socioeconomic status (www.urbanleagueupstate.org/scholarships-2/).
 - **U.S. Hispanic Leadership Institute:** A Chicago-based national, nonprofit, nonpartisan, tax-exempt organization that has developed into one of the most powerful, nationally and internationally recognized Latino organizations in the country (www.ushli.org/).
 - **U.S. Pan Asian American Chamber of Commerce:** The oldest and largest national, nonprofit, non-partisan organization representing all Asian American



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and Asian American-related groups in business, sciences, the arts, sports, education, public and community services (www.uspaacc.com/).

- **The James E. Clyburn Scholarship & Research Foundation:** The James E. Clyburn Scholarship & Research Foundation has donated \$440,000 to endowments at several South Carolina colleges and universities. To date, the Foundation has provided over 1,200 Clyburn scholars with more than \$1.1 million in college scholarships. These cash awards have been matched by another \$1.1 million from various colleges and universities (<https://www.iecsrf.org/>).

OTHER SCHOLARSHIPS (ADD DESCRIPTIONS AND SCHOLARSHIP AMOUNT):

- **Alpha Kappa Alpha:** Alpha Kappa Alpha Sorority, Incorporated (AKA) was founded on a mission comprised of five basic tenets that have remained unchanged since the sorority's inception more than a century ago. Alpha Kappa Alpha's mission is to cultivate and encourage high scholastic and ethical standards, to promote unity and friendship among college women, to study and help alleviate problems concerning girls and women in order to improve their social stature, to maintain a progressive interest in college life, and to be of "Service to All Mankind" (<http://aka1908.com/>).
- **Wilberforce University:** Founded in 1856, Wilberforce University can trace its origin to a period of history before the Civil War, when the Ohio Underground Railroad was established as a means of escape for all those blacks who sought their freedom in the North from the yoke of slavery, one of the destination points of this railroad became Wilberforce University. As the Underground Railroad provided a route from physical bondage, the University was formed to provide an intellectual Mecca and refuge from slavery's first rule: ignorance. Wilberforce University, the nation's oldest private, historically black university, was named to honor the great 18th century abolitionist, William Wilberforce (<http://wilberforce.edu/>).
- **Clafin University:** Nearly 150 years ago, Clafin broke down barriers in higher education, making it the first South Carolina university open to all regardless of race. Today, Clafin continues to welcome exemplary students of all races and genders who demonstrate a passion to change not only their own circumstances, but to change the world as well. (<http://clafin.edu/>).
- **The LINKS:** The Links, Incorporated is an international, not-for-profit corporation, established in 1946. The membership consists of nearly 14,000 professional women of color in 283 chapters located in 41 states, the District of Columbia and the Commonwealth of the Bahamas. It is one of the nation's oldest and largest volunteer service organizations of extraordinary women who are committed to enriching,



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sustaining and ensuring the culture and economic survival of African Americans and other persons of African ancestry (<http://www.linksinc.org/about.shtml>).

- For more information visit <http://dennyshungryforeducation.com/>.

Share Our Strength 'No Kid Hungry:'

- Denny's continues its commitment to the fight against childhood hunger through other initiatives such as Share Our Strength's 'No Kid Hungry' campaign, a national movement in October aimed at ending childhood hunger by connecting kids to the healthy food they need, every day.
- Denny's own President and CEO John Miller serves on the board of this impactful organization and is an instrumental leader in these efforts.
- Denny's first became a No Kid Hungry partner in 2011 and with annual program activations has raised more than \$4.3 million to date.
- 2017 Goal of raising \$1,000,000 as a system
 - Restaurants will fundraise from October 10 – December 3, 2017

Denny's is committed to the health and wellbeing of this country, and part of that mission is to ensure our children receive proper nutrition to grow up strong and healthy.

Longstanding Partnership with The Tom Joyner Foundation:

- Since 2002, Denny's and The Tom Joyner Foundation have partnered to raise funds for programs that support:
 - The National Civil Rights Museum expansion in Memphis, Tennessee
 - The King Center Community Service Youth Non-violence program
 - The Tom Joyner Foundation Single Parent scholarship initiative
 - Take a Loved One to the Doctor Day
 - Fantastic Voyage Cruise
 - Hungry for Education
 - First Generation HBCU Scholarships
- Since 2002, Denny's has provided support for more than 300 deserving students, contributing more than \$525,000 to the Tom Joyner Foundation's programs and scholarship funds.
- Have given out over 120 scholarships to deserving students dating back to 2012.



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Community Relations:

- Denny's also does fantastic work far and wide in the communities we serve. Examples of these programs and initiatives include:
 - **Cookies for Kids' Cancer:** Denny's has raised more than \$150,000 to-date as a part of an annual fundraising campaign for Cookies for Kids' Cancer, an organization dedicated to raising funds for pediatric cancer research, the top disease killer of children in the U.S.
 - **Veterans Day: Each year, Denny's** thanks America's heroes for their endless dedication and service with a free *Build Your Own Grand Slam® (*annual offer details may vary).
 - **Tour De Force:** For the fourth year in a row, Denny's will serve as the title sponsor for Florida's Tour de Force, a Miami-based organization that provides much-needed financial support to the families of Florida law enforcement officers killed in the line of duty. Denny's has helped raise more than \$250,000 for the cause to-date.
 - **District 7 (Spartanburg, S.C.):** In Spartanburg, home of Denny's headquarters, Denny's corporate offices has a long-standing partnership with its local school district and provides funding for educational field trips, library books and reading incentives. As a piece of this partnership, Denny's employees visit the school for Earth Day to plant various vegetables and flowers with the students to emphasize the importance of taking care of the earth.

Our corporate and franchise communities have supported numerous other organizations and causes through the years, including the Make-A-Wish Foundation, Susan G Komen Race for the Cure, Relay for Life, the Special Olympics, the United Way, Toys for Tots, Habitat for Humanity and more.

Company & Individual Awards:

- Over the years, Denny's diversity progress has been widely acknowledged by civil rights leaders, community groups, and many publications, including *Fortune Magazine*, *Hispanic Business*, *Black Enterprise*, *Asian Enterprise*, *Family Digest* and *Latino Magazine*.
- *Asian Enterprise* magazine named Denny's their 'Corporation of the Year' in 2011, and *Savoy* magazine consistently selects us as one of their Top 100 Companies to Work For.



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- In 2013, Denny's was named one of the best companies for African Americans in the supplier diversity category of *Black EOE Magazine* and named a leader in supplier diversity in *Minority Business News USA Magazine*. We have also won several awards in this category in recent years.
- Denny's franchise system has also won countless awards and recognitions over the years, including 'Top 50 franchises for Minorities' by World Franchise Network and *USA Today*, top franchise in the category by *Entrepreneur's* 'Franchise 500' and Bond's 'Top 100 Franchises.'
- Denny's President and CEO John Miller was recently awarded the 2015 Silver Plate Award in the Chain Full Service/Multi-Concept category, after being nominated by Basic American Foods and The Coca-Cola Company.
- Additional rewards/recognitions include:
 - Top 10 Best Companies for Asian Americans, Asian Enterprise magazine, 1999-2013
 - Excellence in Workplace Diversity Award Nominee, SC Chamber of Commerce/SC Diversity Council- 2008
 - Corporation of the Year, Carolinas Minority Supplier Development Council, 2010-2011
 - Asian Enterprise magazine awarded Denny's the National Entrepreneur Award for community relations efforts in the Asian Pacific community in 2011
 - Best of the Best Top Supplier Diversity Program, Black EOE Journal, 2013
 - Top 100 Companies for Latinos, LATINO magazine, 2013 & 2014
 - Best of the Best Top Supplier Diversity Program, Professional Women's Multicultural magazine, 2013
 - Fortune Magazine's Best Company for Minorities for 3 years
 - R & I Choice in Chain Award for 5 consecutive years
 - IFA Educational Foundation Spirit of Franchising Award- 2014
 - TDn2K Global Best Practices Award 2015
 - IFAEF Franchising Gives Back, Gold Award 2015
 - TDn2K Global Best Practices Award 2016
 - Best Places to Work in South Carolina (No. 10 ranking), SC Biz News & S.C. Chamber of Commerce – August 2016
 - Best Places to Work in South Carolina, SC Biz News & S.C. Chamber of Commerce – 2017
 - Best Places to Work Corporate Equality Index 2016 and 2017
 - Top 10 Best Companies for Asian Americans, Asian Enterprise Awards 2016



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- Denny's earns top honors in Restaurant Business Magazine & FSTEC Social Media Awards
- 2017 National Bar Association MLK Competition Host Site
- Women's Food Service Forum (WFF) Partner
- NRAEF's 2017 National Prostart Invitational Sponsor
- 2015-2018 Human Rights Campaign Best Places to Work Corporate Equality Index Participant

Individual Awards:

- 2009 Minority Business Impact Award - Michelle Hunt
- Carolinas Minority Supplier Development Council Supplier Diversity Advocate of the Year- Michelle Hunt
- Share Our Strength's Dine Out For No Kid Hungry Leadership Award 2011 - John Miller
- Spartanburg Chamber of Commerce Minority Advocate of the Year- Michelle Hunt-2012
- Carolinas-Virginia MSDC Diversity Impact Award- 2014 - Michelle Hunt
- Leader in Supplier Diversity by Minority Business News USA Magazine- 2014- Michelle Hunt
- Nation's Restaurant News Golden Chain Award – July 2015 - John Miller
- Women's Enterprise Magazine Top 100 Leaders in Supplier Diversity- 2015- Michelle Hunt
- Urban League's Whitney M. Young Humanitarian Award 2015 - John Miller
- Nation's Restaurant News Power List – January 2016 - John Miller
- Winner of the 2016 "Women Worth Watching" award, April Kelly-Drummond
- Diversity Journal recognized Sharon Lykins in their 2017 "Women Worth Watching" list
- Savoy Magazine Board names three of Denny's own as 2016 Top Influential Women in Corporate America
 - April Kelly-Drummond
 - Brenda Lauderback
 - Laysha Ward
- Three Denny's directors named to Savoy Magazines Power 300: 2016 Most Influential Black Corporate Directors List
 - Brenda Lauderback
 - Laysha Ward
 - George Haywood



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- 2016 Human Rights Campaign Equality Award Honoree – Dawn Lafreeda
- 2017 Latino Leaders Magazine Recognition for Jose Gutierrez
 - The Most Relevant Latinos in Board Service in the Nation
 - Recognition for exemplary leadership and contributions to the corporations they serve
 - Latino Leaders recognized Board Member Bernadette Aulestia in their “15 Most Relevant Hispanic Directors” list
- Brenda Lauderback Named to 2017 National Association of Corporate Directors (NACD) Directorship 100

Visit www.dennysdiversity.com to find out everything you'd ever want to know about Denny's diversity efforts, including our annually printed diversity report, company growth and community involvement over the past 20 years and beyond.