



**E**ducating.  
**S**trengthening.  
**G**uiding.



2021 ESG REPORT

*The Denny's Way*

# letter from the ceo

Denny's is America's Diner and for nearly 70 years we've set and met the highest standard for our organization, from delivering everyday value and great taste to our guests with each plate, to the way we treat our team members, our communities and our planet. Denny's is a household name across America and with that visibility comes a responsibility to be transparent about our goals and progress as it relates to our Environmental, Social and Corporate Governance (ESG) strategy. At Denny's, we are focused on three core pillars:

## Education • Strengthening • Guiding

### What we do: Education

Our first pillar is education: how we educate others on the actions Denny's takes to invest in our planet and our food.

With over 1,600 restaurants throughout the world, Denny's has a responsibility to protect our environment. We do this by continuously looking for ways to decrease energy consumption. Each year, we decrease our consumption of natural gas, wastewater and energy. Through LED efficiency bulbs, environmentally friendly to-go packaging and investments in recycling programs, Denny's has effectively reduced our environmental footprint year-over-year.

Similarly, at Denny's, we're committed to suppliers that follow humane animal welfare practices. We work tirelessly to make sure our food is top-quality and ethically sourced so our guests can feel good about every meal served. We pledged to have 40% cage-free eggs by 2023 and continue to evaluate our suppliers' commitments to the treatment of cattle, chicken and pork.

And just as we take care of our environment and food, we also take care of our own.

### How we do it: Strength

Denny's second pillar is strength: how we empower and encourage Denny's teams and guests across the nation through strategic programs and resources.

Through tuition reimbursement opportunities and scholarship funds, local and national charity involvement, and disaster relief efforts, we provide a better future for our Denny's family and step up for our communities in times of need.

Denny's provides leadership and training programs to help empower our people to step into their roles with the knowledge and the confidence to make the decisions that are best for their teams. And the Denny's POWER Fund, grants funded primarily by Denny's employees and available to any member of the Denny's family facing challenging times, helps to create a culture of family that is built around trust and genuine care for teammates.

We believe in speaking with action. We're proud of our work with No Kid Hungry to end childhood hunger in America, our progress towards making the dream of college education a reality through our Hungry for Education scholarship program and the steady presence of the Mobile Relief Diner which provides support to communities devastated by natural disasters. These efforts form the core of what our brand stands for and the principles we strive to live by. Our success as an organization depends on the personal success and wellbeing of each and every team member and Denny's guest.

### Why we do it: Guidance

The last pillar that Denny's focuses on is our guiding principle: these are the words and missions that we, at Denny's, live by.

Our mission is to leave the world in a better place than we found it and that longstanding commitment is reflected in our company's rich history, in our plans for the future, and in the actions we take today.

For nearly 70 years, we have been a welcoming place for all people. We have always, and will continue to be proud, of our heritage as America's Diner for all people, regardless of their background. We believe in the power of putting the guest first while making sure that our Denny's family remains our most vital and important asset. And while we continue to strive for greatness in innovative thinking that pushes the boundaries of our brand, we will always remain open to all ideas, appetites and budgets.

We will never stop investing in our planet, our people or our food. We believe in the power of Denny's. We are proud to be America's Diner.

  
**John Miller**  
Chief Executive Officer





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# about us

## WE LOVE TO feed people

Denny's is America's Diner, a place shaped by a simple philosophy: We Love to Feed People.™ This is our purpose, what drives us and it serves as the resounding rallying cry throughout the Denny's organization – from team members in-restaurant to those working in our corporate office. Denny's isn't just a place to feed people's appetites – we feed our guests' lives by providing a place to share great conversations, a chance to get together with family and friends and a place that feeds the body and spirit of anyone who comes through our front doors.

Open 24/7 in most locations, we provide our guests quality food that emphasizes everyday value and new products through our compelling limited time only offerings, delivered in a warm, friendly “come as you are” atmosphere. Denny's has been serving guests for over 65 years and is best known for its breakfast fare, which is available around the clock. The Build Your Own Grand Slam, one of our most popular menu items, traces its origin back to the Original Grand Slam which was first introduced in 1977. In addition to our breakfast-all-day items, Denny's offers a wide selection of lunch and dinner items including burgers, sandwiches, salads and skillet entrees, along with an assortment of beverages, appetizers and desserts.

### at a glance

Support offices located in  
**Spartanburg, SC and  
Dallas-Ft Worth, TX**



**3,300**  
~employees  
(total)

**100**  
employees  
(field support)

**3,000**  
employees  
(restaurant)

**200**  
employees  
(corporate)

**153**

INTERNATIONAL RESTAURANTS IN 11  
COUNTRIES AND TWO U.S. TERRITORIES

**1487**

DOMESTIC RESTAURANTS

**1640**

TOTAL RESTAURANTS

**65**

COMPANY  
RESTAURANTS (4%)

**96%**

1575 FRANCHISED  
RESTAURANTS

## roadmap

**1995**  
Denny's began  
Diversity Affairs.

**2003**  
“Re-ignite the Dream”  
Campaign \$1 Million to Support  
Human & Civil Rights.

**2000-01**  
Fortune magazine ranks Advantica/  
Denny's No. 1 in its list of “America's  
50 Best Companies for Minorities”  
two years in a row.

**2011**  
Denny's starts the  
Hungry for Education®  
Scholarship program.

**2011**  
Denny's partners with No Kid  
Hungry to end childhood hunger.

**2017**  
Denny's launches the Mobile Relief Diner,  
a 53-foot custom-built kitchen ready to  
help feed those in need.

**2020**  
Denny's partners with St. Jude Children's  
Research Hospital to raise awareness  
and provide financial support toward  
cures for childhood cancers and other  
life-threatening disease.

**2021**  
Denny's recognized on Newsweek's  
list of the Most Loved Workplaces.



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# food

Denny's loves to feed people! Our guests can feel great about the food we serve whether it's in our restaurants, delivered to their homes, or through convenient curbside pick-up. We are committed to serving quality food, without sacrificing flavor or value, while maintaining strong routine food safety and cleaning standards that have always met or surpassed all guidelines.

## cleaner SUSTAINABLE sourcing & education



### Food Safety

We pride ourselves in serving guests food that is safe, wholesome and meets our quality standards. Our systems are based on Hazard Analysis and Critical Control Points ("HACCP") principles. To ensure this basic expectation of our guests, Denny's has systems in place that require solely the use of approved vendors and distributors which can meet and follow our product specifications and food handling procedures. Vendors, distributors and restaurant employees follow regulatory requirements (federal, state and local), industry "best practices" and Denny's Brand Standards.

The Current Good Manufacturing Practices ("GMP"), HACCP and Food Safety Modernization Act ("FSMA") are intended to ensure safe manufacturing/processing, packing and holding of food products for human consumption in the United States. The regulation

requires that certain activities must be completed by trained individuals. One of these trained individuals, as identified by FSMA, is a "preventive controls qualified individual" who has "successfully completed training in the development and application of risk-based preventive controls." Our Chief Food Safety Officer and select members of our Food Safety and Quality Assurance teams have all been certified.

We use multiple approaches to ensure food safety and quality generally including quarterly third-party unannounced restaurant inspections (utilizing Denny's Brand Protection Reviews), health department reviews, guest complaints and employee/manager training in their respective roles. It is a brand standard that all regulatory reviews/inspections be submitted to our Brand Protection, Quality & Regulatory Compliance

## goals

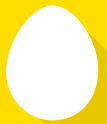
- Introduce at least one new plant-based food item on menu by 2023.
- Remove all Red, Yellow, and Blue FD&C colors and transition to a cleaner caramel color in our food products by 2023.
- Introduce at least two nutrition education programs and sponsor at least one health and awareness event by 2021.
- Complete transition to cage-free eggs by 2026.

department within 24 hours. We follow-up on all inspections received and assist operations personnel, facilities personnel and franchisees, where applicable, to bring resolution to regulatory issues or concerns. If operational brand standard expectations are not met, a remediation process is immediately initiated. Our Food Safety/HACCP program uses nationally recognized food safety training courses and American National Standards Institute accredited certification programs.

All Denny's restaurants are required to have a person certified in food protection on duty for all hours of operation. Our Food Safety/HACCP program has been recognized nationally by regulatory departments, the restaurant industry and our peers. We continuously work toward improving our processes and procedures. We are advocates for the advancement of food safety within the industry's organizations, such as the National Council of Chain Restaurants ("NCCR") (Board Member), NCCR Food Safety Task Force, the National Restaurant Association ("NRA") (member of the Steering Committee for the October 2018 - October 2020 term), NRA's Quality Assurance Executive Study Group and the National Retail Federation ("NRF").

## responsible sourcing

We believe our guests care about how their food is sourced and so do we. While we still have areas to improve, animal welfare remains an important part of our brand's sourcing strategy. Due to COVID-19 in recent years, our suppliers have had challenges meeting our ambitious animal welfare requirements due to labor shortages and supply chain disruptions. While our animal welfare efforts have been slightly hindered by COVID-19, we are working with our suppliers and are continually stressing the importance of ethically sourced food products.



### Cage-free Eggs

In 2016, Denny's pledged to source and serve 100% cage-free eggs in all U.S. restaurants by 2026. The times in which we hope to achieve this are as followed:

- By early 2022, we estimate that nearly 30% of the eggs served in our diners will be cage-free.
- By 2023, with increasing availability of cage-free egg supply, our goal is to increase our cage-free egg volume to 40%.
- By 2024, our goal is to achieve a cage-free egg volume of 60%.
- By 2025, our goal is to achieve a cage-free egg volume of 80%.
- By 2026, we hope to source and serve 100% cage-free eggs in all U.S. restaurants.

Even with the supply chain issues we experienced during COVID-19, we are still expected to achieve our goal of 100% cage-free eggs by 2026.



### Responsible Use of Antibiotics

Denny's supports the responsible application of antibiotics for the sole purpose of maintaining animal health managed through veterinary oversight. As supply becomes more readily available, we hope to eliminate the use of medically-important antibiotics in all chicken served at Denny's U.S. locations.



### Chicken

Denny's understands the issues surrounding the welfare of broilers in the supply chain and supports the humane treatment of these animals. We are continually working with our suppliers to establish higher welfare outcomes for chicken.



### Turkey

Since 2011, we have been using suppliers that practice the most humane slaughter method (CAK) and have proudly received recognition from PETA for our commitment.



### Hogs

Since 2012, our goal has been to source our pork from suppliers that do not use gestation crates for the housing of sows.



### Cattle

We continue to emphasize our purchase preference with suppliers who use polled breeding stock versus the practice of dehorning cattle.





## clean & sustainable

### Clean

As more research becomes available, we are continually updating and maintaining a list of ingredients that we try and stay away from in our food products. We are in constant communication with our suppliers and encourage them to find natural alternatives when they can. Through our efforts, we have successfully been able to remove Red, Yellow, and Blue FD&C colors and are working to transition to a cleaner caramel color in our food products. We want our customers to know that when they order from our menu, they can be assured that the meal they receive will be as wholesome as possible.



### Sustainable

We recognize that everyone must do their part to help preserve the world for future generations. With the growing concern of food insecurities and climate change, we have been working to expand our menu to include additional plant-based items.

In 2019, we partnered with Beyond Meat to extend our plant-based offerings with a high quality, meatless protein. Since 2019, customers could select this plant-based protein as an option for the “Build-Your-Own.”

Today, we are currently working to further expand our plant-based offering that our guests can enjoy. As such, we are currently testing out other plant-based proteins which we hope to release on our menu by 2023. We plan to continually work with our suppliers to find ways to innovate and improve our plant-based offerings in the future.



## nutrition education

Nutrition is an important component in ensuring a healthier lifestyle. We understand this importance and have adopted and implemented a FitFare program to illustrate healthier options on our menu. In addition, we provide our customers with a nutrition guide, located on our website, to inform them of the nutritional content in our food products.

The FitFare program is broken down into three nutritional categories: Protein, Lean and Light.



- FitFare Protein indicates that the item is over 20 grams of Protein.



- FitFare Lean indicates that the item is under 15 grams of Fat.



- FitFare Light indicates that the item is under 550 Calories.

In 2021, to promote awareness on nutrition, we introduced and sponsored two nutrition programs: Physician in the Kitchen and Health in the Hood. The purpose of these programs is to further educate our employees and the community about ways we are improving our menu and what they can do at home to improve the nutritional content of their dish.



# the environment

Denny's has a responsibility to protect the planet by continuously looking for ways to decrease energy consumption and reduce waste. Over the years, we have invested in ways to reduce our energy and water consumption at our support center and in our restaurants, from investing in water saving equipment to transitioning to energy efficient lighting. While we have made great strides over the years, we are continually challenging ourselves to go even further.

To track our waste, energy, and water usage, we have been working with our vendors to compile information on our usages within these areas. Due to fluctuations in restaurants being sold, leased, opening, and closing, the numbers that are being reported for company-operated restaurants may be skewed. Furthermore, our company restaurants have been operating at limited capacity and hours and our support centers have been operating on a work-from-home basis as a result of COVID-19. Therefore, our waste, energy, and water usage in 2021 will not reflect typical normal operations. As we work to return to normal operations, we expect that our waste, energy, and water usage will be reflective of the pre-COVID years. Our waste, energy, and water usage data for our Irving Support Center begins in July, as our Irving Support Center opened its doors to our employees during that month. As we move forward in reporting these numbers in the future, we intend to work with our vendors to further improve our data collection so that we can better understand and report these numbers.

## Energy

In 2015, we began implementing LED lights at all of our new Greenfield locations and Spartanburg support center. In addition, we began transitioning all the lights at our company-operated restaurants to LED fixtures. From this transition, we were able to determine that the LED lighting changes had yielded an estimated

**90% AVERAGE REDUCTION**  
IN ELECTRICITY USAGE

at company-operated restaurants or approximately 37,000 kWh per restaurant annually.

Today, as Denny's repairs existing restaurants and builds new restaurants, we are investing in LED lighting in place of fluorescent lights. This allows Denny's restaurants to consume less energy and create less toxic waste.

Aside from our investment in LED lighting, when remodeling restaurants or replacing damaged or

broken equipment, we are also identifying and utilizing more energy efficient equipment. As part of our energy saving initiatives, we are aiming to replace old water heaters and HVAC systems with high efficiency water heaters and HVAC systems. Further, all new Denny's builds will include high efficiency water heaters and high efficiency HVAC systems by default.

**Car Charging Stations:** To further reduce carbon emissions, we are partnering with Tesla to install car charging stations at our Denny's restaurants. We expect to have our first car charging station in late-2022 and plan to expand this amount to at least two locations by the end of 2022. These car charging stations will allow our customers to charge their vehicles while they dine with us. We hope that the car charging stations available at our restaurants will encourage our customers to transition to more eco-friendly vehicles as well as spur other companies to adopt the same practice.

## goals

- Install at least two car charging stations at Denny's restaurants.
- Installation of high-efficiency HVAC units in all new builds.
- Installation of high-efficiency water heaters in all new builds.



# the environment

## Energy Usage

Our company-operated restaurants and support centers currently do not use any, or 0%, renewable sources and all, or 100%, are from non-renewable sources derived solely from the power grid. In 2021, at our company-operated restaurants, we saw about a 1% increase in electricity usage and about a 11% increase in gas usage compared to 2020. At our Spartanburg support center, we saw about a 1% increase in electricity usage and about a 16% reduction in gas usage as compared to 2020.

## Water Usage

In our restaurants, we have implemented a program that allows our restaurants to safely shut off costly “dipper wells” without compromising food safety standards. In 2018, we started an optional equipment program that allowed our restaurants to replace existing dipper wells to ConserveWell®, a more efficient water conservation well. Using these new wells, we estimate that we save about 176 gallons per day per installation. As of December 29, 2021, about 10 percent of our company-operated restaurants currently utilize these new wells. As a result of the environmental impact that these new wells have and the cost savings we experienced, we set a goal to implement the ConserveWells® in all our company-operated restaurants by the end of 2022.

## Recycling

Recycling is highly encouraged throughout our support centers and all restaurant locations. As of December 29, 2021, at our Spartanburg Support Center, we were able to recover about 3,830 lbs of organic materials. While our restaurant locations do not generate hazardous waste streams, approximately 29% of non-hazardous waste was diverted to recycling. As we continue to look for ways to improve our recycling program, we are keeping up with local laws to ensure that we are in compliance.

To further promote recycling, we are searching for ways to improve our food packaging to be more eco-friendly. Today, we have successfully transitioned from the use of Styrofoam in our food packaging to Talc-Filled Polypropylene and standard Polypropylene packaging. In addition, we have switched from the use of Styrofoam cups in our restaurants to plastic and paper cups.

Energy Consumption		2021	2020	2019
Spartanburg Support Center	Gas – gj	180	214	337
	Electricity – gj	14,410	14,289	15,316
Irving Support Center <sup>2</sup>	Gas – gj	239	–	–
	Electricity – gj	841	–	–
Company-operated Restaurants	Gas – gj	98,073	88,499	123,104
	Electricity – gj	77,105	76,265	93,917

Water Usage		2021	2020	2019
Spartanburg Support Center	Water Usage (m <sup>3</sup> )	24,246	17,076	18,197
Irving Support Center <sup>3</sup>	Water Usage (m <sup>3</sup> )	2,638	–	–
Company-operated Restaurants	Water Usage (m <sup>3</sup> )	232,553	186,409	296,447

Waste		2021	2020	2019
Spartanburg Support Center	Organic Waste Recycled (t)	1.74	1.72	3.53
	Waste (t)	26.57	48.11	70.72
Irving Support Center <sup>4</sup>	Organic Waste Recycled (t)	0	–	–
	Waste (t)	10.76	–	–
	Other Recyclables (t)	5.51	–	–
Company-operated Restaurants	Organic Waste Recycled (t)	202.23	209.92	478.69
	Waste (t)	3067.13	3020.95	6696.35
	Other Recyclables (t)	1034.23	955.32	1964.40

Note: Energy reported is derived from non-renewable sources

<sup>2</sup>Energy information reported begins in July 2021

<sup>3</sup>Water Usage information reported begins in July 2021

<sup>4</sup>Waste information reported begins in July 2021



2021 ESG REPORT

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# family and community

Denny's is more than just a restaurant; it's a home away from home. We are at the center of communities, giving back to local and national organizations that impact children and families. Whether it's providing a comforting meal or offering assistance during a crisis, Denny's is where everyone is treated like family.



## Mobile Relief Diner

Started in 2017, our Mobile Relief Diner is a fully functional “diner-on-wheels” mobile kitchen. The Mobile Relief Diner was initially used to assist local communities’ recover from the aftermath of natural disaster; however, over the years, the Mobile Relief Diner has been expanded to not only assist in the recovery of natural disasters but to also assist communities in need. During these deployments, the Mobile Relief Diner provides warm meals to the local communities serving favorite items such as our famous Grand Slam® and SuperBird Sandwich®.

In 2021, we dispatched our Mobile Relief Diner to several locations to aid in the recovery of natural disasters and provide meals to communities in need.

These locations are:

**Surfside Condominium building collapse** – Surfside, FL  
**Hurricane Ida** – LaPlace, LA & Boutte, LA  
**Western Kentucky Tornado** – Mayfield, KY  
**Veterans Heroes Tour** – Washington D.C. • Fort Myer, VA  
Lake City, FL • Gainesville, FL • Jacksonville, FL  
**Mobile Meals of Spartanburg** – Spartanburg, SC  
**Health in the Hood** – Opa Locka, FL  
**LA Heroes Tour** – Los Angeles, CA

Since the inception of the Mobile Relief Diner, we have served over 70,000 meals. As we move forward, we are continually looking for ways to better utilize our Mobile Relief Diner. To better serve our communities, we plan on partnering with our franchisees and nonprofit organizations to expand the use of the Mobile Relief Diner. By 2023, through these partnerships, we hope to increase our meals served annually from 13,000 people per year to 26,000 people per year.

## goals

- By 2023, increase number of meals served to at least 26,000 meals per year.
- By 2022, startup at least one program to allow franchisees to utilize Mobile Relief Diner for community events.
- By 2022, increase and improve partnership with new and existing nonprofit by sponsoring at least one event.



# family and community

## No Kid Hungry



Today, one in six children face hunger in America<sup>5</sup>. Since 2011, Denny's has partnered with No Kid Hungry® to help end childhood hunger and ensure that kids get the food they need. At Denny's, we believe that children should have access to nutritious food every day. This is particularly of great importance during COVID-19, as parents are managing tighter budgets, having to balance between paying the bills and providing food for their children. To help alleviate this pressure, Denny's has responded by increasing fundraising through our partnership with No Kid Hungry®. We encourage our guests to donate and join the fight against childhood hunger in America. To do this, our in-restaurant guests are given the opportunity to round up their checks to the nearest dollar while our online customers are given the opportunity to add a dollar, with all extra proceeds going to No Kid Hungry®.

**As of December 29, 2021, Denny's  
has raised over \$11 million**



<sup>5</sup> How Many Kids in the United States Live With Hunger? No Kid Hungry, 6 Sept. 2021.  
<https://www.nokidhungry.org/blog/how-many-kids-united-states-live-hunger>.

## St. Jude Children's Research Hospital



In 2020, Denny's partnered with St. Jude Children's Research Hospital® ("St. Jude") to raise awareness and provide financial support toward cures for childhood cancers and other life-threatening diseases. To raise donation towards St. Jude, our kids' menu included artwork created by current St. Jude patients. With every kid's entrée purchased from the kids' menu, Denny's has donated a portion of the proceeds to St. Jude. Through this promotion, we estimate that we are able to donate about \$1 million per year to cancer research.

## United Way



Since 2008, Denny's has donated \$3.3 million to the United Way of the Piedmont® that went to help support local programs and people in need.

## community outreach

Denny's and its franchisee support numerous charities in their local markets to improve the health and well-being of the communities we serve.

### Corporate Outreach:

Since 2007, Denny's has funded and support the construction of 10 Habitat for Humanity homes with the 11th home set to be completed in 2022. At our support centers, we encourage our employees to engage with the local communities by providing 24 PTO hours each year to be used for volunteering events.

### Franchisee Outreach:

Over the years, our franchisees have donated their team's time, food, and funds to numerous organizations. These organizations include Cookies for Kids' Cancer, Susan G. Komen Race for the Cure, Make-A-Wish Foundation, Ella's Tea Party, and the San Antonio Fiesta Medal Festival.



# diversity, equity & inclusion

I BELONG, YOU BELONG, WE BELONG.



We have a culture that embraces openness for all people, ideas and perspectives. Denny's commitment to diversity starts at the highest levels with our board and franchisees and is carried through our team of cooks, servers, hosts, managers and suppliers. At Denny's, our commitment to diversity does not end here: we are invested in young people and in creating education and scholarship opportunities for diverse and disadvantaged students.

## CEO Action for Diversity & Inclusion

In 2017, our CEO joined the CEO Action for Diversity and Inclusion. The initiative includes more than 2000 CEOs pledging to take action to advance diversity and

foster inclusion by sharing best practices, educating on unconscious bias, and encouraging open dialogue within their organizations on these important social issues.

The CEO Action for Diversity and Inclusion initiative is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace with CEO's from across 85 industries and all 50 states in the U.S. The action aims to leverage individual and collective experiences to advance diversity and inclusion. By sharing best practice efforts, the CEO-led action will help continue to cultivate more inclusive workplaces and drive meaningful change.

## goals

- All positions from turnover, retirements, or promotions will have a target 50% multicultural staffing for manager level and below.
- All open positions from turnover, retirements, or promotions will have a target of 50% female and 40% multicultural staffing for director level and above.
- Corporate workforce to be representative of the US population.
- Improve Supplier Diversity overall spend to 20% by 2025.
- Increase the number of diverse hires by partnering with at least three HBCUs and three strategic organizations.
- Ensure all employees, regardless of gender or sexual orientation, receive pay equity for their roles.





# diversity, equity & inclusion



Our Diversity, Equity, and Inclusion (“DE&I”) Council is sponsored by our CEO and chaired by our Vice President of Diversity, Equity, and Inclusion. Each BRG chair is a member of the council. Additionally, the council consists of other cross-functional members representing various positions throughout the Denny’s organization, who serve as ambassadors, bridge builders, data collectors, educators, accountability partners, and champions of DE&I. The DE&I Council works to strengthen our brand reputation, guest satisfaction, and market share. The DE&I Council goals are to create a safe space for open and honest dialogue, support DE&I initiatives including unconscious bias training, sensitivity training and learning programs, and support the BRGs.

## Business Resource Groups

Denny’s Business Resource Groups (“BRG”) were developed for Denny’s corporate employees to provide encouragement and an enhanced sense of belonging. These BRGs are employee-led, self-directed voluntary groups whose purpose is:

- To promote diversity and inclusion within Denny’s.
- To fasten and strengthen workplace effectiveness and leadership abilities.
- To enhance professional development and career growth.
- To champion employees as community leaders and volunteers.
- To connect members of the BRGs to Denny’s business priorities.

All of the BRGs have two executive sponsors who serve as advocates for the BRGs to ensure success while aligning with company priorities. Our Executive Guidance Committee supports the BRGs by coordinating major activities and special events, selecting BRG chairs and assisting in the formation of new BRGs. There are currently six BRGs that our employees can participate in. These BRGs include:



### African American Leadership Group

Our mission is to build an internal network of diverse employees/leaders who encourage, support, and inspire one another to positively impact the business while championing causes that affect and impact Denny’s African American employees, allies, guests, and the communities we serve.



### Emerging Leaders Group

Our mission is to create a pathway to leadership for its members. The group works through its development and connection committees to drive positive change and impact to Denny’s Brand and Culture by inspiring professional and personal growth and serving the community.



### Hispanic Leadership Group

Our mission is to create professional development opportunities for members. Enhance written and verbal communication, presentation, logistics thinking, planning, organization, creativity, and leadership. Serve and feel good about contributing to causes that help make a difference.



### LGBTQ+ Leadership Group

Our mission is to connect Denny’s employees to opportunities, resources, and each other to achieve our vision of a strong, healthy, and more equitable environment for all LGBTQ+ employees, allies, and guests.



### Veterans Leadership Group

Our mission is to support Veterans internally and externally, locally and nationally, through actions and deeds which benefit them today and tomorrow.



### Women’s Leadership Group

Our mission is to build an internal network of women leaders who encourage, support, and inspire one another to positively impact the business while championing causes that affect and impact women.

# diversity, equity & inclusion

## equal opportunity

We believe in providing our employees an environment of equal opportunity and the tools necessary to succeed. To ensure equality amongst our workers, our human resources team annually reviews our employees' pay to ensure that every employee receives pay equity for their roles.

## human rights

We believe that all workers be provided a safe and healthy work environment. In addition, we believe that all workers should be treated fairly and with dignity and respect. To re-enforce this commitment we annually review and provide our employees and suppliers with a code of conduct. Our employee and supplier code of conduct sets forth our expectations and we require strict adherence to those policies.



As part of our ongoing commitment to human rights, we have partnered with the Human Rights Campaign ("HRC") to end discrimination and promote equality for LGBTQ+ members in the workplace. As a member of the HRC, we annually participate in the HRC Corporate Equality Index ("CEI") survey where we are benchmarked and compared to other companies. In 2021, our CEI score was rated a 90 out of 100.

2021 CEI Rating: 90

## workforce

At Denny's, we aim to achieve a team that is representative of the community we serve. We believe that a diverse team pushes the boundaries for creativity and innovation. To further improve our DE&I initiatives, we have set some aggressive goals that we want to achieve.

In 2020, we set out an initiative to achieve a workforce that is representative of the US population

at our support centers. To achieve this goal, we set out to improve our hiring process by aiming to hire fifty percent multicultural staffing for managers and below and achieving fifty percent female and forty percent multicultural staffing for director level and above from turnover, retirement, and promotions. As of December 29, 2021, we are proud to announce that we were able to meet and exceed this goal. At our company-operated restaurants, approximately 81% of our staff were minorities and at our support centers approximately 32% of our employees were minorities. Overall, at our company-operated restaurant and

support centers combined, approximately 52% were women and approximately 75% were minorities.

As we continue to further improve the diversity at Denny's, we plan on partnering with Historically Black Colleges and Universities ("HBCU") and Hispanic Association of Colleges and Universities ("HACU") to build and maintain a talent pipeline through recruitment and internship. By 2022, we hope to partner with at least three HBCUs in this endeavor.

2021	# of Employees	Gender			Ethnicity							
	Emp Count	Women	People of Color	Men	Caucasian	Hispanic or Latino	African American	Asian	American Indian or Alaskan	Native Hawaiian/ Other Pacific Islander	2 or more	Undeclared
Restaurant Crew	~2800	52%	81%	48%	18%	56%	15%	4%	1%	1%	4%	1%
Restaurant Management	~180	47%	74%	53%	25%	48%	12%	7%	0%	2%	6%	1%
Managers & Professional	~280	54%	32%	46%	66%	11%	13%	6%	<1%	0%	2%	1%
Directors & Above	~70	36%	21%	64%	79%	6%	9%	4%	0%	0%	1%	<1%
All Company Employees	~3300	52%	75%	48%	24%	50%	15%	4%	1%	1%	4%	1%

# diversity, equity & inclusion

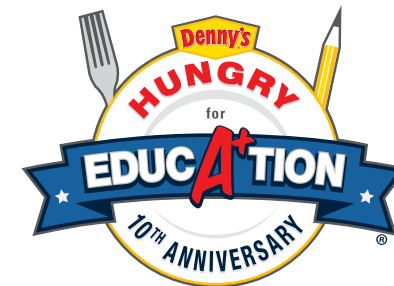
## hungry for education

Since 2011, Denny's Hungry for Education® scholarship program has given away over 400 scholarships and over \$1.3 million to help students further their education. We had two ambitious goals in mind when we started the Hungry for Education® scholarship program: First, we wanted to help deserving students go to college and second, we wanted to harness the brainpower of those deserving students to tackle serious topics such as childhood hunger and bringing communities together in unprecedented times.

Over the past ten years, we have partnered with more than ten leading minority, non-profit partners awarding

over \$200,000 in scholarships each year to deserving elementary, high school, and college students. We expect that by 2025, we will award at least \$550,000 in scholarships to multicultural students.

In honor of our tenth anniversary for Hungry for Education®, we launched a virtual celebration honoring the recipients of Hungry for Education® scholarships. In addition, we also launched a multicultural college tour and sponsored the 2021 Orange Blossom Classic where we partnered with the Tom Joyner Foundation to award \$25,000 in scholarships to students currently attending one of the 107 Historically Black Colleges and University across the United States.

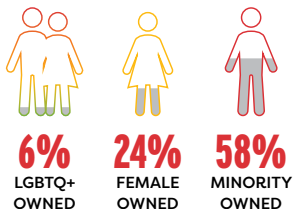


## OVER \$1.3 MILLION IN SCHOLARSHIPS

TO HISTORICALLY BLACK  
COLLEGES AND UNIVERSITIES

## franchise restaurant diversity

As of December 29, 2021, 58% of our total domestic restaurants are minority owned, 6% of our total restaurants are owned by members of the LGBTQ+ community, and 24% of our total restaurants owned are by women who actively participate in the business.



**3% AFRICAN AMERICAN**  
**3% HISPANIC**  
**7% ASIAN PACIFIC**  
**28% ASIAN INDIAN**  
**17% MID EASTERN**

**58% TOTAL % OF MINORITY  
FRANCHISE UNITS**

## supplier diversity initiative

Since 1995, Denny's has spent more than \$2 billion with diverse and disadvantaged businesses and awarded at least 10% of our supplier contracts to these suppliers. Denny's continues to identify potential businesses through partnerships and outreach.

Our diverse and disadvantaged spending is broken into two categories: Tier 1 (our direct suppliers) and Tier 2 (our supplier's suppliers). As of December 29, 2021, 14.2% of our purchases were from diverse suppliers. To promote diverse and disadvantage businesses in the future, we plan on increasing our spending with diverse and disadvantaged suppliers to 17% by 2023 and achieve 20% by 2025. Our vision is to be an international industry leader in creating a culture of inclusion consistent with our guiding principle: one that supports all, employs all, and buys from all to make the greater place for all.

### DIVERSE & DISADVANTAGED SPENDING

African American	4.5%
Hispanic	3.6%
Asian American	1%
Native American	0.9%
Veteran	0.8%
Disabled	0.3%
LGBTQ+	0.3%
Women	2.8%



# people

Denny's believes opportunities thrive every day in our restaurants. It's inherent in our values, the benefits that we provide for our team members, and our commitment to make a difference in our local communities. This is rooted in our belief that it is possible to do well in the world and in business.



## Learning and Development

At Denny's, we invest in team members' success through education and training. Our Breakthrough Leadership Training and Development program provides exclusive access to creative and interactive employee education curricula, leadership workshops, simulations, as well as mobile learning and training videos. This unique program helps develop a wide range of skills, including leadership, people management, guest service, inventory management, food preparation and food safety – skills that help workers successfully operate in the restaurant industry.

Our Breakthrough Leadership framework has been adapted to be more future focus and to better face this new business landscape we operate in today. To further improve the Breakthrough Leadership Training

and Development program in the future, we plan to expand this program by partnering with colleges to offer college credit. By 2024, we aim to partner with at least four colleges to provide college credit to our employees who undergo the Breakthrough Leadership Training and Development.

## POWER Fund

Denny's POWER Fund was started in 2005 to assist Denny's corporate and franchise employees impacted by disasters, such as unexpected death, natural disaster and catastrophic illness or injury. The POWER Fund has helped more than 650 employees and their families, with donations totaling over \$1.3 million. Supported through individual and corporate donations, the POWER Fund is primarily funded through Denny's corporate and franchise employees.

## goals

- Partner with at least four colleges to offer college credit for Denny's management and breakthrough training programs.
- Institute GED program for all restaurant employees.
- Offer at least one college certification program for all restaurant employees.
- Create an environment of belonging by providing ongoing DE&I education and training.
- Implement and introduce Denny's commitment to human rights.



# people



## tuition reimbursement, GED and certification program

We recognize that our employees are our most valuable assets, and we want to see them flourish. We are continually looking for ways to offer our employees opportunities to further educate and develop themselves. Today, Denny's team members are eligible for tuition and education reimbursement. We reimburse our employees 70% of eligible expenses up to \$2,000 annually.

Our efforts do not stop there, in 2022, we hope to institute a GED program for all our restaurant employees and by 2023, we hope to offer at least one certification program for all our restaurant employees. While these programs will be voluntary for our employees, we encourage them to take advantage of the opportunity to further develop themselves.



## additional benefits

We focus on the whole person. We offer comprehensive benefits that support our team members and their families' overall well-being. Denny's also contributes to programs that provide our team members with financial security, now and in the future. We offer a robust set of benefits and rewards that focus on recognition, career building, health and wellness, time-off benefits, and other perks that are designed to make our peoples' experience as a Denny's team member productive and fun. We assess our culture and listen to our workforce through periodic employee engagement surveys. Numerous policy changes have been made or been influenced by the feedback we received from our employees.

We are proud to offer an Employee Assistance Program to all employees and family members. This confidential program is available 24/7 for personal or professional consultations. In addition, we provide all of our employees with access to a 401(k) savings plan, life insurance options, and a competitive vacation policy. Our compensation and performance evaluation systems are carefully designed to maintain pay equity by focusing pay decisions on experience and performance to ensure that we retain a highly productive workforce to operate our business while providing a high level of service to our guests.



## non-discrimination

At Denny's, we believe that all workers should be treated fairly and with dignity and respect. We do not tolerate any form of discrimination or harassment based on age, race, color, religion, disability, national origin, gender, sexual orientation, gender identity or expression, ancestry, citizenship, military status or any other characteristic protected by law. In order to create an environment of belonging, we provide ongoing DE&I training such as Rules to Live By Training and Unconscious Bias Training. By 2022, we hope to have all 100% of our employees complete the unconscious bias training.

- Rules to Live By Training casts a vision for a culture that embraces openness and values and respects people from all backgrounds.
- Unconscious Bias Training is provided for all employees, including managers, executives and board members, to understand the unconscious bias that we all bring inherent in human nature which creates unintentional barriers.



2021 ESG REPORT

**Educating.**  
**Strengthening.**  
Guiding.



# recipe for success



## guiding principles



They're more than just customers or consumers. They're our guests, and we invite them into our homes with open arms. They're the very reason why we're in business, and we put them at the center of everything we do.



"Open" means so much more than just being open 24/7. It means being open to all people, appetites, and budgets. It says we're open-minded and open to new ideas. Honest, warm, and inviting. Open is the way we think and act every hour of every day.



We are the classic American diner and proud of everything that means. Since 1953, we've served quality food and healthy portions at a fair price. No matter where we are, our light is always on, inviting guests around the world to a place where everyone is welcome.



At Denny's, we're constantly looking ahead. We're always moving, striving for more, hungry for greatness. We're open to fresh, innovative thinking and believe we'll succeed through teamwork, accountability, and pushing the boundaries of ourselves and our brand.



Our Denny's family is our most important asset. We trust, support, and respect each other and work together for the greater good. We recognize the contributions of all and empower each and every one of us to achieve great things. Together, we'll celebrate our successes and have fun doing it.

## vision

Building on our position as the Classic American Diner, we will become the world's largest, most admired, and beloved family of local restaurants. In doing so, we will reward all stakeholders in pursuit of our mutual success.

## mission

Every hour of every day, we bring friends, family, and communities together by serving up classic, affordable comfort food in a warm, embracing, come-as-you-are environment. We'll accomplish this with our unwavering commitment to our Guiding Principles.



# management and board oversight

## approach to governing ESG<sup>1</sup>

### Board

Our board of directors reviews and oversees our ESG efforts, including those of our management ESG task force.

Additionally, the Board's other committees oversee other policies and risk management tasks related to our company's sustainability efforts.<sup>2</sup>

### Corporate Governance and Nominating Committee

Our Corporate Governance and Nominating Committee's primary purpose is to develop and recommend to Denny's Board a set of corporate governance standards in the form of a corporate governance policy for Denny's, to maintain and monitor such policy for compliance, to monitor the process of assessing the effectiveness of the Board and its committees, to identify individuals qualified to become Board members and to recommend to the Board for selection the director nominees for the annual meeting of shareholders, or those necessary to fill existing vacancies on the Board.

Denny's does not have a formal schedule to consider ESG matters; however, the Corporate Governance Committee has met in 2021 five times where ESG was formally a part of the included agenda. The meetings in which ESG was part of the agenda had a 100% attendance by all Corporate Governance Committee members. As our ESG efforts mature in 2022, we expect that a more formal schedule and disclosure will be made.

### Compensation and Incentives Committee

Our Compensation and Incentives Committee provides oversight and direction for Denny's on the development and implementation of our compensation program for our executive officers. This compensation program is designed to attract and retain top quality leadership talent while ensuring that our senior leaders' interests are sufficiently aligned with the interests of shareholders.

The purpose of the Compensation and Incentives Committee is to discharge the Board's responsibility relating to:

- Overseeing Denny's overall compensation programs and philosophy
- Reviewing and approving compensation of the Chief Executive Officer and senior management of Denny's
- Administering Denny's short- and long-term incentive plans and other stock or stock-based plans
- Overseeing Denny's executive compensation disclosure and issuing the Compensation and Incentive Committee's report as required by the applicable rules and regulations governing Denny's annual proxy statement
- Overseeing Denny's stock ownership guidelines
- Overseeing Denny's various employee benefit plans

While discharging the above responsibilities, the Compensation and Incentives Committee must be mindful of Denny's overall compensation structure, in order to determine that appropriate incentives have been established for management and employees at all levels in a manner deemed necessary to further Denny's long-term strategic plan while enhancing shareholder value.

### Audit and Finance Committee

Our Audit and Finance Committee has been established by our Board to assist the Board in fulfilling its responsibilities toward the shareholders, potential shareholders, and investment community to oversee our accounting and financial reporting processes and audits of Denny's financial statements. Our Audit and Finance Committee's primary purpose is to oversee:

- The adequacy of Denny's internal controls and the integrity of Denny's accounting and financial information reported to the public
- The qualification, independence and performance of Denny's independent registered public accounting firm and its internal auditors
- The appropriateness of Denny's accounting policies
- Denny's compliance with legal and regulatory requirements
- Denny's risk assessment and management practices
- Denny's finance activities, while providing and maintaining an avenue of communication among the Audit and Finance Committee, the independent auditors, internal auditors, management and the Board

In discharging its oversight role, our Audit and Finance Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities and personnel of Denny's and shall have the power and authority to determine funding for ordinary administrative expenses of the Audit and Finance Committee as well as to retain and determine funding for outside counsel, independent auditors or other advisers they deem necessary to carry out their purpose, duties and responsibilities.

<sup>1</sup> You can find more information about our board of directors at the end of this document and/or in our Proxy Statement.

<sup>2</sup> More information is available on our website to learn about our corporate governance structure and to meet our Board of Directors and Executive Leadership Team.

# management and board oversight

## ethics

### Approach

At Denny's, we put a great deal of emphasis on ethics. The code of conduct (the "Code") which we provide to our supplier, employees, and board of directors outlines our expectations and guides them when they are confronted with ethical and legal issues. We require strict adherence to the Code and any violation or suspected violation should be reported directly or through our anonymous hotline. We prohibit retaliation against anyone who, in good faith, reports questionable behavior or noncompliance with the Code.

At Denny's, our purpose and guiding principles are interwoven throughout the Code. The principles that guide us are: Guests First, Embrace Openness, Proud of our Heritage, Hungry to Win and The Power of We.

We encourage everyone to embrace these five principles as they commence and continue their journey with us.

### Codes of Conduct

**The Denny's Employee Code of Conduct** and its underlying policies are meant to present some of Denny's policies and procedures regarding standard of conduct. We expect all Denny's employees to abide by the Code.

### The Denny's Supplier Code of Conduct

Our Five Guiding Principles are essential to how we do business and we expect our suppliers to respect and embrace these principles. We are committed to conducting our business in an ethical and socially responsible manner and we expect our suppliers and franchisees to do the same. Our Supplier Code of Conduct requires that our suppliers comply with all local and federal laws. Further, we expect our suppliers to support our efforts in improving the environment and animal welfare.

### Code of Business Conduct and Ethics for Members of the Board of Directors

Our Code of Conduct for our Board of Directors is intended to provide guidance to Denny's directors in the area of ethical risk, provide guidance to help them recognize and deal with ethical issues, provide mechanisms to report unethical conduct and to help foster a culture of honesty and accountability.

Our Board of Directors owe a duty to advancing the legitimate interest of Denny's. The Code for our Board of Directors addresses various issues from conflict of interests to fair dealings. All of our board members are required to follow the Code of Conduct.

### Antitrust and Competition Laws

Our Code of Conduct requires that all employees and suppliers follow all antitrust and competition laws. Antitrust and competition laws protect consumers and encourage fair competition. Prohibited practices include, but are not limited to:

- Agreeing with competitors not to deal with vendors, distributors, or other competitors.
- Agreeing or consulting with competitors regarding prices, terms, products or conditions of sale or production.
- Agreeing with competitors regarding bids to be submitted during an auction.
- Agreeing with competitors to split territories or guests.

We respect our competitors and want to compete fairly.

### Anti-Bribery and Corruption

Denny's is committed to conducting its business ethically and in compliance with all applicable laws and regulations, including the U.S. Foreign Corrupt Practices Act ("FCPA") and other laws that prohibit improper payments. We have implemented the FCPA policy within our organization and require all of our

employees, agents, franchisees, officers, directors, and business partners adhere to this policy. This policy prohibits bribery and other improper payments in the course of Denny's business operations and sets out responsibilities for ensuring compliance with this policy.

### Non-Discrimination

We embrace the strength and talents that come from having a workforce with diverse backgrounds. We do not tolerate discrimination in our workplace by an employee, supervisor, guest or supplier. Discrimination based on age, race, color, religion, disability, national origin, gender, sexual orientation, gender identity or expression, ancestry, citizenship, military status or any other characteristics protected by law.

Further, we expect our Suppliers to embrace diversity and employ a workforce with diverse experiences and backgrounds. Our Suppliers must provide equal opportunity to all employees and not engage in any discrimination or harassment based on age, race, color, religion, disability, national origin, gender, sexual orientation, gender identity or expression, ancestry, citizenship, military status, or any other characteristics prohibited by law.

### Insider Trading

Our insider trading policy governs the handling of confidential information about Denny's, and also establishes procedures and restrictions that govern trading and transactions by personnel of Denny's in Denny's securities, including Denny's common stock, preferred stock, debt securities, such as debentures, bonds and notes. Our insider trading policy also applies to transactions in the securities of any other entity made on the basis of material nonpublic information regarding that entity where the information is obtained through Denny's or by virtue of a person's employment or other relationship with Denny's.



# management and board oversight

## public policy & engagement

### Approach

The senseless killing of George Floyd and the abhorrent acts of violence and racism that took the lives of Ahmaud Arbery, Breanna Taylor and many others have left me sad, angry, and searching. I have spent the last few days trying to process these events, listening, learning, and speaking with my Denny's family. Racism and racial bias, in both overt and covert forms, are pervasive in the United States. They impact the lives of Black people every day and have led to the deaths of countless members of the Black community. We all must acknowledge that racial injustice is a terrifying everyday presence for Black people in this country. So many people across the United States are in pain and while Denny's does not have all of the answers, we, like everyone else, need to do our part to build a more equal society. Progress goes hand-in-hand with honesty and accountability and, as many of you are aware, back in 1994 Denny's settled a class action lawsuit for discrimination against black customers. It was a shameful moment in our history, but not something we ran away from. It helped us to examine ourselves as a company and reshape our culture, and continues to drive us every day to be better. While I am immensely proud of where we stand today, there will always be more work to be done. What does this mean for Denny's? It means prioritizing diversity at every level from our Board of Directors to our franchisee association to our restaurant teams. It means working with even more minority-owned suppliers and vendors, investing in partners and organizations committed to social justice and doing everything in our power to create the most welcoming environment possible in our restaurants. It means that we can't be silent. At Denny's, we stand firmly together against all forms of racism, discrimination and intolerance. It is important that we use our voice to speak up against racial inequality, but we recognize that it is even more important that we back up our words with action. To everyone in the Black community, we see you, we hear you, we are here for you. And it is my pledge that Denny's will never stop working to create a better, brighter and more just future.



### Response to COVID-19

**COVID-19** brought about many challenges to our industry. These challenges include labor shortages, limited operating hours, and social distancing protocols. As a result of these challenges, we experienced lower traffic flow and excessive waste in our restaurants. During this difficult time, we learned to adapt and innovate and, as a result, we were able to enhance and improve our safety protocols, introduce two new concepts, and revamp our restaurants.

### Health and Safety

Our commitment to safety and high operating standards remains unwavering. We have implemented a comprehensive recovery plan focused on the safety and wellbeing of our guests, restaurant teams, franchisees, employees, vendors, and suppliers. Retraining materials and communications have been distributed to the entire system of restaurants, reinforcing strict food safety procedures, safety procedures, handwashing, personal hygiene standards, and enhanced daily deep cleaning protocols. Company restaurant teams are subject to daily health screening and temperature checks are required to wear face coverings, socially distance as much as possible, and must wash their hands and apply alcohol-based sanitizer at regular intervals throughout their shift. Employees and managers are encouraged to stay home if they are not feeling well. We have a written response plan for employees with symptoms of, exposure to, or diagnosis of COVID-19. Denny's has remained in close contact with public health officials and government agencies to ensure all public health concerns are appropriately addressed. Our current restrictions and enhanced safety protocols are expected largely to continue, unless otherwise required by local and federal public health officials.

# leadership

## Board of Directors



**Brenda J. Lauderback**  
*Board Chair*



**Bernadette S. Aulestia**



**Olu Beck**



**Gregg R. Dedrick**



**José M. Gutiérrez**



**John C. Miller**



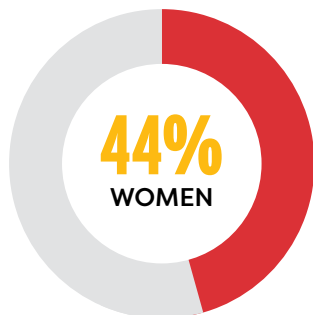
**Donald C. Robinson**



**Laysha Ward**



**F. Mark Wolfinger**



### A Diverse, Independent and Highly Qualified Board

Our Board of Director is comprised of nine directors, five who are minorities, and four who are women. Our board members come from various backgrounds and bring about years of leadership experience to Denny's.



# Leadership

## Denny's Officers



**John C. Miller**

*Chief Executive Officer*

Joined Denny's in 2011 with over 30 years experience in restaurant operations and management. Prior to joining Denny's, served as President of Taco Bueno and spent 17 years with Brinker International where positions held included President of Romano's Macaroni Grill and President of Brinker's Mexican Concepts.



**F. Mark Wolfinger**

*President*

Joined Denny's in 2005 as Chief Financial Officer. Previous roles include Chief Financial Officer of Danka Business Systems and senior financial positions with Hollywood Entertainment, Metromedia Restaurant Group (operators of Bennigans, Ponderosa Steakhouse, and Steak & Ale), and the Grand Metropolitan.



**Christopher D. Bode**

*Executive Vice President, Chief Operating Officer*

Prior to joining Denny's in 2011, served as Chief Operating Officer of QSR Management, LLC (a franchise of Dunkin' Donuts) and Vice President of Development & Construction of Dunkin' Brands, Inc. Before joining the restaurant industry, served as United States Navy Communications Specialist.



**John W. Dillon**

*Executive Vice President, Chief Brand Officer*

Prior to joining Denny's in 2007, held multiple marketing leadership positions with various organizations, including 10 years with YUM! Brands/Pizza Hut, and was Vice President of Marketing for the National Basketball Association's Houston Rockets.



**Stephen C. Dunn**

*Executive Vice President, Chief Global Development Officer*

Prior to joining Denny's in 2004, held executive-level positions with Church's Chicken, El Pollo Loco, Mr. Gatti's, and TCBY. Earned the distinction of Certified Franchise Executive by the International Franchise Association Educational Foundation. Served as an Infantry Officer in the United States Army.



**Michael L. Furlow**

*Executive Vice President, Chief Information Officer*

Prior to joining Denny's in 2017, served as Chief Information Officer and Senior Vice President of IT at Red Robin Gourmet Burgers and CEC Entertainment, Inc. (an operator and franchisor of Chuck E. Cheese and Peter Piper Pizza).



**Gail Sharps Myers**

*Executive Vice President, Chief Legal Officer, Chief People Officer and Secretary*

Prior to joining Denny's in 2020, served as Executive Vice President, General Counsel, Secretary and Chief Compliance Officer for American Tire Distributors, Inc., Senior Vice President, General Counsel and Secretary at Snyder's-Lance, Inc. and Deputy General Counsel and Chief Compliance Counsel at US Foods.



**Robert P. Verostek**

*Executive Vice President, Chief Financial Officer*

Joined Denny's in 1999 and served in numerous leadership positions across the Finance and Accounting teams. Named Vice President of Financial Planning and Analysis in 2012 and Chief Financial Officer in 2020. Prior experience includes various accounting roles for Insignia Financial Group.



**Jay C. Gilmore**

*Senior Vice President, Chief Accounting Officer and Corporate Controller*

Joined Denny's in 1999 as Director of Accounting and Assistant Corporate Controller and was named Senior Vice President, Chief Accounting Officer and Corporate Controller in 2021. Prior experience includes serving as Senior Manager with KPMG LLP.



# summary goals & timelines

## goal timelines

### 2021

- All open positions from turnover, retirements, or promotions will have a target of 50% multicultural staffing for manager level and below.
- All open positions from turnover, retirements, or promotions will have a target of 50% female and 40% multicultural staffing for director level and above.
- Create a human rights policy that includes a commitment to stakeholder involvement, implementation strategy, and framework for evaluating effectiveness.
- Introduce at least two nutrition educational programs and sponsor at least one health and awareness event.

### 2022

- Local Activation Program: Mobile Relief Diner available to franchisee for at least one community event.
- Seek alignment with existing philanthropic partnerships, for at least one event, to extend the Mobile Relief Diner reach and influence.
- 100% of Denny's team complete unconscious bias training.
- Increase university hiring from HBCUs and HACUs by partnering with at least three strategic organizations to build and maintain a talent pipeline.
- GED opportunities for all restaurant employees.
- Implement ConserveWells in all company stores.
- Institute at least two test protocols for car charging stations at Denny's restaurants.
- Implement Denny's Human Rights policy, including human trafficking and slavery, as a supplier requirement.

### 2023

- Remove Red, Yellow, and Blue FD&C colors and transition to a cleaner caramel color in Denny's food products.
- Introduce at least one new plant-based food item on the menu.
- Distribute at least 26,000 meals through the Mobile Relief Diner.
- Offer at least one college certification program to all restaurant employees.

### 2024

- Use Denny's management and breakthrough training program for college credit through partnership with at least four colleges.

### 2025

- Increase Supplier Diversity overall spend to 20%.
- Award \$550K in scholarships through Hungry For Education®.

### 2026

- Complete transition to cage-free eggs.

## ongoing

- Achieve Support Center workforce that is representative of the United States population.
- High efficiency HVAC units to become the brand standard for all new builds.
- High efficiency water heaters to all new builds.
- Establish partnership with the Human Rights Campaign and annually participate in the HRC Corporate Equality Index survey.
- Ensure all employees, regardless of gender or sexual orientation, receive pay equity for their roles.



# about this report

## we support the **SUSTAINABLE DEVELOPMENT GOALS**

The 2030 Agenda for Sustainable Development was adopted by the United Nations in 2015 and acts as a blueprint which sets forth a plan of action to address humanitarian and environmental issues such as inequality, poverty, and climate change. At the heart of this agenda comes the Sustainable Development Goals (“UN SDG”) which sets forth 17 goals that should be focused on in order to “improve health and education, reduce inequality, and spur economic growth” while tackling climate change and deforestation<sup>1</sup>.

<sup>1</sup>History, United Nations Department of Economic and Social Affairs, <https://sdgs.un.org/goals>.

Using the UN SDG as our framework, we will be coordinating our efforts alongside other companies to tackle some of the world’s biggest problems. While the UN establishes many goals, we will only be pursuing the goals in which we believe best aligns with our purpose. The UN SDGs that best fit our purpose are:



### Boundaries and Scope

This report provides an overview of Denny’s ESG activities for the 2021 calendar year. Unless otherwise noted, the information in this report focuses on information collected from our Irving Support Center, Spartanburg Support Center, and company-operated restaurants. This report may include previous ESG activities, previous years data, and future ESG activities. As we work to improve this report, the data in this report, ESG activities, and reporting method may be subject to change. Denny’s, Inc. and its affiliates in this report may be referred to collectively as “we”, “us”, and “our.”

Historically, most of our franchisees have not tracked results using the metrics in this report. Our goal is to encourage full engagement in the reporting efforts. As such, in those areas, unless otherwise noted, are from Company owned restaurants, and may not be representative of the independently owned franchise restaurants.

### Assurance Verification

In preparation for releasing this report, our Internal Audit department has completed an internal assessment process together with our leadership team in order to provide reasonable assurance regarding the reliability of this reports metrics. However, this report has not been externally reviewed by any third-party verifiers.

### Updates and Correction

There are no correction or updates from prior disclosures.

### Forward-Looking Statement

The forward-looking statements included in this document reflect our best judgment based on factors currently known, involve risks and uncertainties. Words such as “expect,” “anticipate,” “believe,” “intend,” “plan,” “hope,” and variations of such words and similar expressions are intended to identify such forward-looking statements. Such statements speak only as to the date thereof. Except as may be required by law, we expressly disclaim any obligation to update

these forward-looking statements to reflect events or circumstances after the date of this document or to reflect the occurrence of unanticipated events. Actual results could differ materially from those anticipated in these forward-looking statements as a result of a number of factors. The forward-looking information we have provided in this document pursuant to the safe harbor established under the Private Securities Litigation Reform Act of 1995 should be evaluated in the context of these factors.

### For More Information

For questions or more information about this report, please email [publicrelations@dennys.com](mailto:publicrelations@dennys.com)