

# Wendy's Animal Welfare Program



## 2011 Report

### Wendy's Policy

Wendy's International is committed to the humane treatment of animals.

Wendy's does not own, raise, transport or process livestock. However, we believe it is our obligation to ensure that each of our suppliers exceeds government regulations by meeting Wendy's more exacting standards pertaining to the humane treatment of animals.

### Wendy's Practice

Wendy's believes that the key elements to humane treatment of animals lie in effective education, employee awareness, ongoing verification of practices and the commitment of each supplier's senior management team.

Studies have shown that humane animal handling methods not only prevent needless suffering, but can result in a safer working environment for workers involved in the farm and livestock industry.

### Wendy's Priorities and Ongoing Initiatives

**Proper Animal Handling:** We believe that handling animals in a humane manner, and preventing neglect or abuse, is the right thing to do.

**Food Safety and Quality:** At Wendy's "Quality is Our Recipe®." Our first priority has always been the safety and quality of our products. We know that handling animals properly helps ensure the integrity of our food.

**Continuous Improvement:** To remain an industry leader in the area of animal welfare, we actively work with our suppliers to research, evaluate and implement advances in the science of animal handling and care.

- **Sow Gestation Crates** – Wendy's agrees that the recent industry efforts to move away from single sow gestation crates is the right way to go and we applaud their efforts.

Wendy's encourages its suppliers to adopt a comprehensive plan to eliminate sow gestation stalls. Currently, at least 10% of the company's pork prod-

*"Wendy's continues to lead the industry in setting and maintaining animal welfare programs. Their robust supplier requirements and auditing program are of the highest caliber in the industry. The company's commitment to the humane treatment of animals is evidenced by semiannual audits of each meat packing facility they utilize."*

Temple Grandin, Ph.D., Associate Professor,  
Department of Animal Science,  
Colorado State University

ucts come from hogs not raised in gestation stalls. Our goal is to reach 20% over time. We will give preferential buying to approved suppliers who adopt an ongoing plan to implement this practice. Progress will be monitored through our routine welfare reviews.

- **Cage Free Laying Hens** – Wendy's Animal Welfare Program has included "laying hens" since 2001. This includes regular audits of our egg supplier's bird handling practices.

Wendy's has recently gone a step further: 2% of the eggs used in U.S. Company stores come from "cage-free" hens. We continue to evaluate this action based on animal science and best industry practices.

Wendy's does not buy a significant quantity of eggs relative to the total volume in the egg industry. As we develop products using egg ingredients, we are committed to the thorough evaluation and testing of the welfare benefits of cage free systems.

- **Controlled Atmosphere Stunning** – Based on Wendy's review and studies conducted by our suppliers, we believe that Controlled Atmosphere Stunning (CAS) is still an emerging technology that needs more applied research, consequently, the U.S. chicken industry has not yet adopted it. However, based upon our direct observations of one

CAS system for turkeys, we support the continued development of CAS systems for the chicken industry.

Wendy's will give purchasing preference to approved suppliers who actively explore and test CAS systems, as long as product quality and value meet our strict standards.

## Animal Welfare and Handling Audit

Wendy's has been using an objective auditing program to monitor, verify and evaluate proper animal handling among our U.S. and Canadian suppliers since 1998. This effort is based on extensive research conducted by experts in animal behavior science.

Suppliers are audited at least annually. Any supplier that does not achieve an excellent score is audited at least twice each year to enforce our requirements. Audits are both announced and unannounced. Wendy's protocol requires trained, experienced personnel to audit all approved suppliers for proper, safe and humane handling of all animals. These inspections – conducted by third-party and trained Wendy's auditors – include a review of housing, transportation, holding facilities and humane slaughter procedures.

The results of these audits are evaluated with our expert animal welfare advisors, who have extensive experience in humane animal care and handling practices.

Most importantly, companies that fail to meet our strict guidelines are terminated as approved suppliers of Wendy's.

## Wendy's Action

Here is a brief summary of key initiatives:

- Wendy's began routinely auditing the animal handling practices Wendy's hired outside experts to review supplier performance and recommend improvements.
- In 1998, we strengthened our existing program by adopting the comprehensive American Meat Institute animal welfare guidelines for beef and pork. These guidelines were developed by Dr. Temple Grandin of Colorado State University, a noted expert in the field of animal behavior, who is a consultant to Wendy's.
- Wendy's has established an Animal Welfare Council to review the effectiveness of company and supplier efforts on an ongoing basis.

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## Wendy's Animal Welfare Council

Wendy's Animal Welfare Council consists of senior and mid-level executives representing key areas of our business. This group reviews Wendy's corporate policies and the performance of our suppliers to ensure full compliance with our standards.

### Program Highlights

The Animal Welfare Program for cattle, poultry and swine sets Wendy's apart from the competition as an industry leader. Highlights of Wendy's stringent supplier requirements in this comprehensive program includes:

## Wendy's Beef Supplier Requirements

### Health

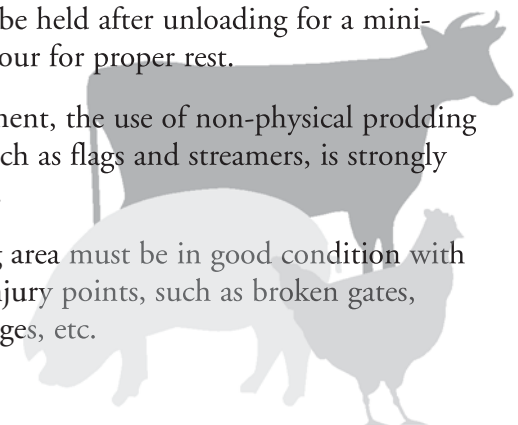
- All cattle must be transported and handled in a manner that promotes good health and condition. Wendy's has implemented a certified feed program that ensures compliance with U.S. FDA regulations and Canadian Food Inspection Agency.

### Transportation

- Any animal unable to move normally due to illness or injury cannot be loaded for transport.
- Trailers must provide cattle with adequate protection from the elements (wind, rain, heat, cold, etc.)
- Animals must have sufficient area to allow freedom of comfortable movement while providing stability and security during transport.
- Trailers must be cleaned on a regular basis as needed.

### Holding and Handling

- Facilities are designed to prevent heat stress.
- Animals must be held after unloading for a minimum of one hour for proper rest.
- During movement, the use of non-physical prodding alternatives, such as flags and streamers, is strongly recommended.
- The unloading area must be in good condition with no potential injury points, such as broken gates, sharp metal edges, etc.



- If cattle are held for 24 hours, they must be fed.
- Clean, potable water must be available to the cattle at all times.
- Pen and alleyway floors must be slip resistant and cleaned or bedded daily.
- The holding pen must allow freedom of movement for the animals.

## Wendy's Chicken Supplier Requirements

### Health

- All chickens must be transported and handled in a manner that promotes good health and condition.
- Diets are formulated to promote good health. Water and feed must be available at all times.
- Effective third quarter 2002, Wendy's suppliers have eliminated the practice of withholding feed to laying hens to induce molting.

### Housing

- Flocks of breeder and broiler chickens must be permitted freedom of movement throughout the entire house, while being protected from harm.
- Wendy's Animal Welfare Program has included "laying hens" since 2001. This includes regular audits of our egg supplier's bird handling practices.
- Wendy's has recently gone a step further: 2% of the eggs used in U.S. Company stores come from "cage-free" hens. We continue to evaluate this action based on animal science and best industry practices.
- Chicken houses must be well ventilated to maintain good air quality and ensure ammonia levels do not exceed safe levels.
- Floor bedding must be dry and maintained or replaced at a frequency to promote good health of the flocks.
- Food and water must be adequately spaced and positioned to provide easy access.

### Handling and Transportation

- All equipment must be operated to prevent injury to the birds.
- Each of Wendy's suppliers maintains an incentive program to ensure employees properly handle the birds.

- Birds must have sufficient space in transport cages to allow comfortable movement while providing stability, security and thermal protection during transport.
- Space allocation will be adjusted according to bird size and seasonal weather changes.
- Side panels on transport cages must be used for cold weather protection.
- Transport cages must be properly secured to the trucks to prevent them from falling.
- All transport cages must be properly maintained with properly functioning doors.
- Birds must be in good condition upon arrival at the processing plant.

### Holding Area

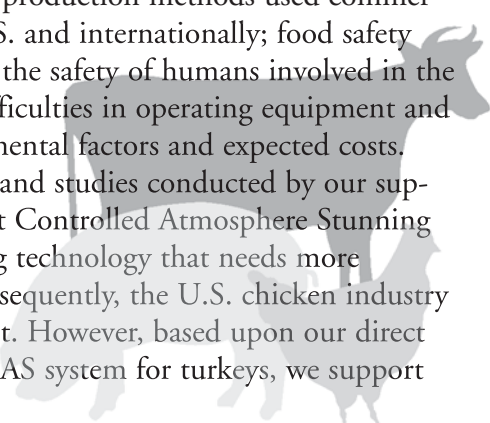
- Holding times will be minimized to ensure humane treatment of the birds.
- The holding shed must be equipped to maintain a comfortable temperature for the birds.
- The holding area must be equipped with sufficient fans to ensure adequate ventilation within the transport cages.

### Unloading

- Cages must be carefully handled at all times to protect the birds.
- Birds must be handled carefully to avoid injury.
- Subdued lighting will be used to help keep the birds calm.

## Stunning Methods

Wendy's has met with its chicken suppliers to evaluate their various methods for stunning of chickens. During our review, our suppliers have told us they consider a number of factors, including: animal welfare, scientific research and studies; production methods used commercially both in the U.S. and internationally; food safety and product quality; the safety of humans involved in the process; technical difficulties in operating equipment and procedures; environmental factors and expected costs. Based on our review and studies conducted by our suppliers, we believe that Controlled Atmosphere Stunning (CAS) is an emerging technology that needs more applied research; consequently, the U.S. chicken industry has not yet adopted it. However, based upon our direct observation of one CAS system for turkeys, we support



the continued development of CAS systems for the chicken industry. Wendy's will give purchasing preference to approved suppliers to explore and test CAS systems, as long as the product quality and value meet our strict standards.

## Wendy's Pork Supplier Requirements

### Health

- All swine must be transported and handled in a manner that promotes good health and condition.

### Housing

- Facilities are designed to prevent heat stress.
- Animal holding areas must be bedded if the temperature drops below 32° F.
- Animals must be held after unloading for a minimum of two hours for proper rest.
- The unloading area must be in good condition with no potential injury points, such as broken gates, sharp metal edges, etc.
- If hogs are held for 24 hours, they must be fed.
- Clean potable water must be available to the hogs at all times.
- Pen and alleyway floors must be slip resistant and cleaned or bedded daily.
- The holding pen must allow freedom of movement for the animals.

### Transportation

- Trailers must provide adequate protection from the elements (wind, rain, heat, cold, etc.).
- When temperature is below 32° F, bedding will be used.
- Animals must have sufficient area to allow comfortable movement, while providing stability and security during transport.
- Trailers must be cleaned on a regular basis as needed.

### Holding and Handling

Recent pork industry efforts to move away from single sow gestation crates appear to be the right direction. Wendy's encourages its suppliers to adopt a comprehensive plan to eliminate sow gestation stalls. Currently, at least 10% of the company's pork products come from

hogs not raised in gestation stalls. Our goal is to reach 20% over time. We will give preferential buying to approved suppliers who adopt an ongoing plan to implement this practice. Progress will be monitored through our routine welfare reviews.

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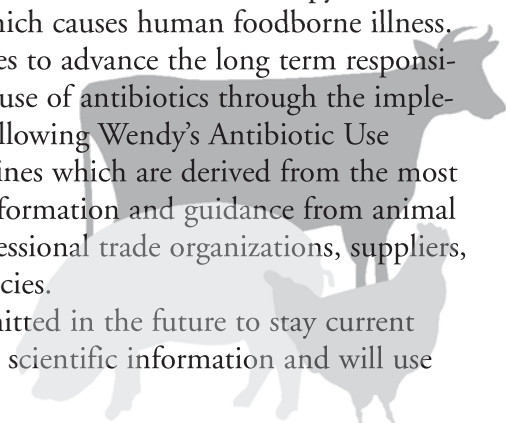
## Wendy's Antibiotic Use Policy

### Overview

Wendy's recognizes the on-going debate in the scientific community surrounding the potential link between antibiotic use in food animals and the reduced efficacy of antibiotics utilized to treat human disease. While Wendy's does not own or raise food animals, we have historically demonstrated our proactive efforts to promote the responsible use of antibiotics in food animals. In 2001, nearly four years before the FDA disapproved the use of fluoroquinolone antibiotics in poultry, Wendy's required all of its poultry suppliers to discontinue the use of fluoroquinolones when scientific evidence suggested an association with fluoroquinolone use in poultry to emerging fluoroquinolone resistance in *Campylobacter jejuni*, a bacteria which causes human foodborne illness.

Wendy's continues to advance the long term responsible and sustainable use of antibiotics through the implementation of the following Wendy's Antibiotic Use Policies and Guidelines which are derived from the most current scientific information and guidance from animal health experts, professional trade organizations, suppliers, and regulatory agencies.

Wendy's is committed in the future to stay current with new, emerging scientific information and will use



sound, peer reviewed science as the basis of any decisions to revise or develop new policies or guidelines relative to antibiotics in food animal production.

## Wendy's Antibiotic Use Policies

Wendy's believes that antibiotics used in food animals should only be used for the prevention, control, and treatment of disease. Wendy's strictly prohibits the use of antibiotics for the sole purpose of growth promotion.

Food animal producers to Wendy's supply chain are required to adhere to the following Wendy's Antibiotic Use Guidelines.

## Wendy's Antibiotic Use Guidelines

**Quality is Our Recipe** – Wendy's is dedicated to providing our customers with the safest, highest quality products in the foodservice industry. Food safety is Wendy's uppermost priority and is the cornerstone of everything we do.

**Animal Welfare** – Wendy's believes that responsible use of antibiotics to maintain animal health and well being, or to alleviate suffering due to disease, is an essential element of good animal welfare practices.

**Animal Husbandry** – Good hygiene, nutrition, biosecurity programs, and immunization should be employed as the primary disease prevention strategies rather than antibiotic therapy. Use of antibiotics should only be used to supplement good animal husbandry practices.

**Human Health** – Reduce overall antibiotic usage in food animals, especially when the class of antibiotics used is both a human and food animal medicine. Employ alternative therapies, or use antibiotics not used to treat human disease whenever possible.

**Managed Use** – Antibiotics used to treat food animals must only be administered by licensed veterinarians that have met all training and certification requirements.

**Prudent Use** – Antibiotics administered to food production animals shall abide by the Judicious Use Guidelines set forth by the American Veterinary Medical Association. Extra label antibiotic therapy must be prescribed in accordance with the regulations set forth by the Animal Medicinal Drug Use Clarification Act.

**Supplier Compliance** – All suppliers are required to affirm in writing their obligation to conform to Wendy's Antibiotic Use Policies and Guidelines. Suppliers will undergo regular audits by both trained Wendy's Quality Assurance representatives and third party consultants to verify conformance to these requirements.

