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Thank you for your interest in Arby’s first Corporate Social Responsibility Report. With nearly 3,300 restaurants in the United States and over 74,000 company and franchise team members, Arby’s is committed to Inspiring Smiles Through Delicious Experiences® in the communities where we live and work.

When we made the decision to formalize our CSR efforts and share stories from across the company, we began by taking an audit of our progress across four pillars: YouthFULL®, SkillFULL®, ResourceFULL® and FlavorFULL®. We group these four strategic pillars under the umbrella, PurposeFULL®, which encompasses our approach to being a responsible business and corporate citizen.

Perhaps most inspiring to me throughout this process has been the stories about the lengths our teams are going to make an impact. For example, when an Information Technology team member at our Global Support Center saw a need for a team member disaster and tragedy fund, he worked diligently (within a year) to establish the Champions of Hope employee giving program.

Also, I’m inspired by what can start out as seemingly small projects, yet ultimately spark innovative ideas that can lead to huge results like an irrigation control pilot program that reduced water consumption by more than 7.4 million gallons and was named Project of the Year by Environmental Leader magazine this year.

Further, the Arby’s Foundation is making great strides in its efforts to end childhood hunger in the United States. Last year alone, the Foundation raised a record $3.7 million through Arby’s annual National Restaurant Fundraiser contributing to $77 million raised for empowering youth since the Foundation began 30 years ago.

These are just a few examples of our progress and within this report you’ll find many more ways in which our company is living one of its core values, Make a Difference, in big ways.

Our outlook on social responsibility is that it’s a journey, not a destination; and while I’m incredibly proud of where we are as a company, I know there is progress yet to be made and we are committed to continuous improvement.

Thank you again for reading our report.
Arby’s is the first nationally-franchised sandwich restaurant brand, with more than 3,300 restaurants system-wide. The Brand was founded in 1964 by Leroy and Forrest Raffel, and for more than 50 years, our food has remained the gold standard for quality meat sandwiches made to order and served with fast and friendly service.

Headquartered in Atlanta, GA, we have company-owned and franchise restaurants across the United States with our team working hard to put down roots, develop genuine relationships and actively contribute to the local communities in which we live and work.
BUSINESS OVERVIEW

We are guided every day by our brand purpose—Inspiring Smiles Through Delicious Experiences®—as we celebrate the art of Meatcraft™ with a variety of high-quality proteins and innovative, crave-able sides such as Curly Fries and Jamocha shakes. Arby’s Fast Crafted® approach to restaurant service features a unique blend of quick-serve speed and fast casual quality and service. Thanks to these quality experiences, our guest demographic mix has shifted significantly, too.

In 2013, 38 percent of our guests were between the ages of 18 and 34. Two years later, that climbed to 54 percent. To highlight and amplify our foothold in this important market, we have embarked on a brand reinvigoration that has increased guest traffic, grown sales and attracted new franchisees.

In 2015, we achieved industry-leading system U.S. Same-Store Sales (SSS) growth of 8.1 percent and record system-wide sales of more than $3.5 billion. We marked 22 consecutive quarters of system U.S. SSS growth with 5.8 percent growth in the first quarter of 2016.

Beyond the obvious signs of success, you’ll find something more fundamental at work: a culture that embraces relationships, a clear vision and a keen commitment to innovation and execution.

Our deeply held values and long-standing culture of integrity and teamwork have helped us attract and retain top talent, appealing to people who want to work for a company that values innovation, trust and respect.

At Arby’s, we are proud of our guests and equally proud of our positive impact in local communities. Knowing childhood hunger is a pervasive, yet solvable issue in the United States, we feel now is the time to take action and make a difference.

So, since 2011, the Arby’s Foundation, the independent charitable arm of Arby’s, has contributed more than $21 million to youth hunger-related causes. In 2015 alone, the Arby’s Foundation National Restaurant Fundraiser raised $3.7 million and our School’s Out, Food’s In initiative provided kids with access to more than 1.6 million meals. This effort is just one of the many ways we are being PurposeFULL® in building better lives for our teammates and guests, and making a difference in the communities we serve.

Beyond the obvious signs of success, you’ll find something more fundamental at work: a culture that embraces relationships, a clear vision and a keen commitment to innovation and execution.

We’re also working to reduce the carbon footprint of our restaurants through enhanced energy efficiencies, to procure only the highest quality food from trusted sources, and to train and empower both company and franchise team members to Dream Big and achieve their goals.

As we look ahead to the next 50 years, we promise to continue our journey of Inspiring Smiles Through Delicious Experiences through our food, our restaurants and our relationships.
Our approach to corporate social responsibility at Arby’s is defined by our brand purpose: Inspiring Smiles Through Delicious Experiences®. Since our company’s founding in 1964, we have strived to create a positive impact in the communities we serve. To help align our efforts and focus on achieving an even deeper impact with our team members, franchisees and guests, we built PurposeFULL®.

PurposeFULL is embedding purpose into our actions as a brand, every day, through our team members, franchisees and suppliers. Being PurposeFULL isn’t just what we do, it’s who we are: a responsible restaurant company operating with integrity as we serve, refresh and delight our guests.

Our PurposeFULL CSR platform is built on four key pillars:

**YouthFULL®**
We believe in supporting a meaningful, shared cause: Empowering Our Youth

**SkillFULL®**
We have a winning culture and both inspire and assist our team members and franchise organizations to achieve their best

**ResourceFULL®**
We are good stewards of the environment and strive to be a green and responsible company

**FlavorFULL®**
We serve quality, Fast Crafted® food and earn the trust of our guests by following the highest standards in the food industry

These commitments will not just keep us focused but serve as critical reminders that work at Arby’s is always conducted with trust, respect and honesty—for ourselves, our franchisees and our guests.

We are proud of our first PurposeFULL report. This marks a first step into a journey of storytelling as we grow and evolve as a brand and continue to build on these programs.

Throughout 2016 and into next year, we will develop a roadmap that will more robustly steer our PurposeFULL path forward including a strategy for each of our pillars, short and long-term goals as well as opportunities for deeper collaboration and impact. PurposeFULL is not just near the heart of our business—it is the heart of our business. And as we continue to expand our operations across the country and the world, PurposeFULL will help guide us in elevating our role as a responsible corporate citizen.
When kids get the food they need, it does more than simply nourish them for the day; it builds a smarter, stronger, healthier generation. We’re unlocking their potential to become the next CEO, engineer, professor, innovator, athlete or small business owner.

Paul Brown
Chief Executive Officer,
Arby’s Restaurant Group, Inc.
As a company that aspires to create positive impact in the markets in which we operate, we consider it our responsibility to support those who represent the future of our communities—our youth. That is why we are YouthFULL® at Arby’s. Leading our YouthFULL commitment is the Arby’s Foundation, where we’ve supported youth empowerment since our inception in 1986. Over the past 30 years, the Foundation has donated $77 million to various youth-related causes across America.

Since 2011, our focus has been on what we feel is ground zero in developing youth—childhood hunger. Our vision is to ensure that all children in America have access to wholesome food every day. We believe a child’s potential for success begins with a meal, and together we can ensure every child has the food he or she needs to succeed.

This mission is organization-wide with initiatives coordinated by our company-owned restaurants, our franchisees and inside our Global Support Center in Atlanta. The Arby’s Foundation is proud to guide these generous efforts small and large, from department bake sales to our record-setting 2015 National Restaurant Fundraiser.

Our ongoing commitment to empowering youth as well as our focus on accountability, transparency and sound fiscal management practices recently earned us a 4-star rating from Charity Navigator, the largest independent charity evaluator in America.

We aim to build on this momentum and continue our fight to end childhood hunger, while also evolving other avenues of support, such as education and career development. Our efforts to feed the bodies and minds of our children are 30 years strong in 2016. We look forward to decades of more support building brighter futures for kids in the communities we call home.
MORE HEALTHY, LESS HUNGRY

We believe that a child’s potential for success begins with a meal. We also believe it’s important to help the children in our communities get ahead. With this in mind, we have sharpened our mission in recent years to ending childhood hunger in the United States, contributing more than $21 million to hunger relief organizations in all 50 states since 2011.

Childhood hunger in the United States is often overlooked—but the truth is that it isn’t bound by zip codes or neighborhood demographics. Children go to bed hungry in almost every community in America, every day. In fact, one in five kids in our country lives in a family that struggles with hunger. That’s more than 16 million children.

In 2015, addressing these chilling statistics was a system-wide effort at Arby’s led by the Arby’s Foundation in partnership with leading hunger relief organizations at the national, state and local levels.

At the national level, the Foundation is a Core Partner of Share Our Strength’s No Kid Hungry® campaign—the highest delineation for a partner—and leads the charge on taking a strategic approach to ending childhood hunger by funding long-term innovative programs and sustainable solutions. In 2015, Share Our Strength presented Arby’s with the Great Oak Award, a marquee award that honors exceptional and steadfast partners, and has only been given five times so far in the nonprofit’s 31-year history.

In our home state of Georgia, the Arby’s Foundation has provided capital investment grants and created two Arby’s Hunger Fellows positions that provide support and services to existing and potential summer meals sites—all through a partnership with the Georgia Food Bank. These programs, along with partnerships with Children’s Healthcare of Atlanta, Wholesome Wave and Georgia 4-H, led to a 15 percent increase in summer meals served in 2015. That’s an additional 17,000 kids who received the meals they needed to thrive during the summer when school meal programs were unavailable.

The Arby’s Foundation has been instrumental in inspiring our entire organization to unite around youth empowerment with a focus on feeding children in our communities. We feel that every child deserves access to the food they need to be their best. We play our part by providing diverse, easily executable programs that make it easy for the Arby’s family to engage. Here are brief highlights of several key programs:
For several weeks each fall, Arby’s restaurants across the country join forces to host a National Restaurant Fundraiser, an in-restaurant donation campaign that supports our partnership with Share Our Strength’s No Kid Hungry campaign. Since the fundraiser began in 2011, it has generated more than $15 million, including a record $3.7 million raised in 2015.

For every $1 donated by guests during the National Restaurant Fundraiser, the Arby’s Foundation provides up to ten meals to children in need through the No Kid Hungry partnership. The math is simple but the impact is profound.

In 2015, Arby’s Vice President and Brand Executive Chef Neville Craw received an invitation from Share Our Strength to join award-winning chefs from across the country on a cycling trek down the California coast from Santa Barbara to San Diego to raise awareness and funds to help end childhood hunger. Chef Neville accepted the Chefs Cycle invitation and set a bold goal of raising $10,000 for the ride.

When the three-day ride began on June 14, Chef Neville had beat his goal with $13,880 raised—300 miles and several cracked ribs later following an ocean-side spill, he completed the journey alongside his team and helped raise $350,000 to feed children in need.

Chef Neville plans to participate in Chefs Cycle again in 2016, this time to bike from Carmel to Santa Barbara with a goal of raising $20,000.

I’ve been with Arby’s for nearly 12 years, and never before have I felt so connected to our mission of empowering youth. I spent three long, grueling days with some of the best chefs in America, but we rarely talked about our jobs. We talked about children, the power of healthy food and the connection between happiness and a full stomach. It was an honor to get a chance to ride on behalf of my colleagues and support the very real, very devastating issue of childhood hunger.

Neville Craw  
Vice President & Brand Executive Chef,  
Arby’s Restaurant Group, Inc.
Of the 22 million kids who receive a free or reduced-price lunch during the school year, only 17.5 percent continue to receive proper nourishment during the summer months when school is out. Since 2013, our Foundation team has partnered with Share Our Strength to heighten awareness around the issue of summer hunger and increase access to summer meals in every state. We’ve managed to provide more than 24 million summer meals since 2013. This multi-year investment in summer is the first of its kind and is focused on piloting innovation around summer meals strategies and providing a forum for sharing best practices between summer meal providers.

In 2015, we launched School’s Out, Food’s In to intensify our approach to eliminating summer hunger in nine key markets. Here’s what we’ve accomplished so far:

- Community support in Asheville, NC; Atlanta, GA; Erie, PA; Minneapolis, MN; Nashville, TN; Omaha, NE; Salt Lake City, UT; Tampa, FL; and Quad Cities, IL
- 1.6 million meals offered through a Meal Card program
- 1,600 restaurant-level volunteer hours at Fun Monday events
A MESSAGE ON SUMMER HUNGER FROM SHARE OUR STRENGTH PRESIDENT, TOM NELSON

Summer, meant to be a time for fun, creativity and personal growth, is a difficult time of year for many American kids. When schools close, school meals disappear, leaving millions of kids without regular access to meals. This has a devastating effect on their health and they are more likely to fall behind their classmates once the school year starts.

This is not an insurmountable problem. Together with critical partners like Arby’s, Share Our Strength can end childhood hunger in America and create a No Kid Hungry nation. With Arby’s, we can be bold. Joining forces with a corporate partner maximizes our impact and allows us to reach more kids in need. It also helps us go deeper.

With Arby’s, we can push beyond the typical corporate sponsor structure to build a multi-faceted partnership that seeks scalable impact. Arby’s has provided critical funding support, made the local summer meals programs more effective, and helped raise awareness for the program on a national level. Together, we have time and time again put innovative ideas to the test and developed practical solutions to end hunger for kids.

And we are proud of our partnership. Together we:

- Developed the national summer texting number, so families could send a text to find the closest summer meals community site with incredible results: more than 48,000 texts were sent in 2014 and more than 52,000 in 2015, helping families connect their kids to the food they need.
- Pulled together a national conference on summer hunger to bring deeper attention to this issue. The summit was attended by over 250 stakeholders to understand and discuss how we can unify efforts toward ending summer hunger to magnify our impact across the country.
- Improved the summer meals program so it can more effectively reach kids in need. Our 2015 Summer Action Day, supported by Arby’s, encouraged people to urge Congress to improve policies to help end summer hunger, and saw a reach of almost 38 million people on social media in a single day. It also kicked off a successful email campaign with more than 50,000 letters sent to Congress.
- And that’s not all.
- True to their culture, Arby’s took a hands-on approach to advocacy with CEO Paul Brown writing an influential opinion piece in 2015 that resonated in congressional offices across the country. The Arby’s team followed that up with 10 meetings with various members of Congress to ensure the message was being heard.
- Our work at Share our Strength is heightened thanks to partners like Arby’s who are willing to innovate with us to effectively address gaps across the entire system of childcare—childhood hunger is a systemic issue and today more kids across the country are getting the healthy meals they need.

And when kids get the food they need, we build a smarter, healthier future.

Several franchisees have been instrumental in starting programs that connect kids to meals in their communities. The Salt Lake City co-op, led by Premier Restaurants and franchise owner Troy Foote, started the Bridging the Gap program with Catholic Community Services in Ogden, Utah. In Council Bluffs, Iowa, PANDA, Inc. joined forces with the Iowa West Foundation and Hunger Free Heartland to bring more mobile meal sites to kids in their area. Franchisee groups Bentley-Miller and Heap Big Beef, Inc. work alongside Feeding South Dakota to provide backpacks of food to kids in need. These are just a few examples of the amazing work our franchisees are doing in the communities in which they serve.
EMPOWERING OUR YOUTH

While hunger will remain a core focus, the Arby’s Foundation is using the YouthFULL® platform to broaden its reach to help even more children in need by focusing on youth empowerment. In fact, there are several youth empowerment initiatives already in full swing at Arby’s that closely connect our YouthFULL and SkillFULL® pillars.

One of them is our apprenticeship program with Cristo Rey Atlanta Jesuit High School, a learning community that educates young people of limited economic means to become men and women of faith, purpose and service.

Arby’s is part of the school’s Corporate Work Study Program, where four Cristo Rey Atlanta students work five full days each month at Arby’s Global Support Center each semester. The students play an active role supporting multiple departments, including Brand & Corporate Communications, Human Resources, Franchise Services, Risk Management and the Arby’s Foundation.

The earnings from this work pay for a portion of each student’s tuition costs. The students also gain valuable real-world job skills, contacts and work experience.

The Arby’s Foundation has also supported Atlanta-based Families First and Girl Scouts in their missions to inspire young people to Dream Big and Work Hard to achieve their goals.

Many of our franchisees have also invested substantial time and funds to support youth empowerment in their communities. Examples include Rosata, Inc. and their partnership with Big Brothers, Big Sisters in Louisville, and Restaurant Management, Inc. and their support of Boys & Girls Clubs of Greater Cincinnati.

Being YouthFULL at Arby’s means that we believe in supporting the meaningful, shared cause of empowering our youth. With the Arby’s Foundation leading the way, our team members and our franchisees will continue putting that belief into action for decades to come to help children in need across America.
Making sure employees have the tools they need to excel at their jobs is vital to the success of any business. Helping them develop valuable life skills cultivates trust and respect while building brand loyalty.

At Arby’s, being SkillFULL® means creating a positive culture for each of our team members and inspiring them to be the best they can be—professionally and personally. (Even if that means ultimately leaving Arby’s for other opportunities.) We truly believe that Arby’s provides people with the ideal foundation to grow at their own pace—if you can start here, you can go anywhere.

Many former employees have gone on to enjoy highly successful careers as nurses, lawyers, teachers and small business owners with what they learned at Arby’s serving as critical stepping stones along their journey. There are many others, equally successful, who have worked their way up through the ranks into leadership positions at Arby’s.

I began my Arby’s career as a restaurant employee in Michigan while earning a psychology degree. What started as a way to help fund my education blossomed into a learning experience and development path that led to my current role of Chief People Officer at Arby’s, where I proudly have the opportunity to inspire others to Dream Big every day.

Dream Big is just one of the six core values that define Arby’s. The others are Work Hard, Get It Done, Play Fair, Have Fun, and Make a Difference. These values have been at the center of the Arby’s brand for several decades and in 2015, we were named among the best and brightest companies to work for in the country by the National Association for Business Resources; and we’re a finalist again in 2016.

At Arby’s, we ask each team member to arrive to work every day eager to learn and do great things. In return, we’re committed to giving them opportunities to shine.
Our core values have kept us grounded in who we are for more than 50 years. They keep our culture alive and our team members connected. As the company grows, however, we recognize that encouraging open engagement becomes harder and requires a conscious effort across teams.

Two years ago, in conjunction with our brand reinvigoration, we decided to reassess the role Arby’s plays in helping our team members in their professional development and success. What we found was profoundly simple yet long-lasting—our team members wanted more engagement; they wanted to be pushed to do better. But they also wanted support in identifying the bigger picture—who they wanted to be, what that would take and how Arby’s could help.

Today, turnover at Arby’s is lower than the industry norm. But that’s not our end goal—we also want to ensure that all team members who leave Arby’s do so feeling great, that we helped them reach their goals and prepared them to begin the next chapter of their lives—whether that’s operating their own business, going to school part-time to become a doctor or nurse or growing their family.

Most importantly, we wanted to make sure that our “Make it Right” culture boosts guest satisfaction and team morale, letting employees know the crucial role they play in delivering smiles to our guests. Instilling and maintaining this culture requires robust programmatic focus and we have developed several new initiatives to follow through on our commitment.
I started at Arby’s as an assistant manager, and my area supervisor was a big believer in our team developing and sharing personal goals. My goal was to one day own my own food truck. Not only was my area supervisor supportive of my goal outside of Arby’s, she went out of her way to educate me on the food safety and management skills I would need to make that goal a reality. Today, I own and operate my very own food truck serving excellent food to the local community. I have also been given the opportunity to remain on staff at Arby’s to work during the slow food truck season. Arby’s is a special place with special people.

Cindy Sebold
Owner,
Fresh2U Food,
Birch Run, Michigan
In 2014, Arby’s underwent a brand revitalization to reconnect guests with our food, our people and our culture. Our goal was to deliver on our new brand purpose: Inspiring Smiles Through Delicious Experiences®.

This included several vital components, including a focus on quality and abundance of proteins. That led to a new rallying cry—“We Have the Meats®”—and inspired menu innovation like never before, demonstrating to guests that we offer much more than our famous roast beef. Inside restaurants, new team member uniforms and updated packaging led the way. We also introduced the new Inspire restaurant design, remodeling 179 U.S. restaurants and building 69 more around this clean, modern look in 2015.

The final but most critical component was the guest experience. Arby’s was founded in 1964 with a service-first culture at its core, but we wanted to ensure that we were constantly pushing ourselves to be the best we could be.

The way our team members interacted with our guests had to match our brand’s renewed spirit. So, we created the Brand Champ program. Brand Champ is a form of brand boot camp that has evolved since its inception, becoming a yearly learning experience. Brand Champ is a rigorous, yet exciting journey intended to train, entrust and empower our team members to become champions of the Arby’s Brand. The focus of the training is ensuring every team member understands their role in delivering our “We Make It Right” service promise.

Additionally, we elevate our Dream Big value as the centerpiece of our Start Here, Go Anywhere approach to people development. We teach our team members the importance of goal setting, as many of them have never been challenged to develop personal or professional goals in a structured way. At the conclusion of each Brand Champ session, team members present their individual Goals Board—a visualization of everything the team member wants to achieve.

Each restaurant team spends three hours off-site conducting the Brand Champ training, working closely with other area team members to ensure their location can continue serving our guests. In 2015, we held these trainings across our more than 1,000 company-owned restaurants, with more than 75 percent of our franchise restaurants participating as well. Each year moving forward, more than 60,000 team members at company-owned and franchise restaurants will undergo Brand Champ training.

While reinvigorating the Arby’s brand has been successful in increasing sales and traffic that significantly outperforms the industry average, Inspiring Smiles Through Delicious Experiences is a cultural transformation that in many ways continues to evolve even today. Brand Champ training will continue to serve as an essential component of that evolution, grounding our team members in Arby’s culture and inspiring them to Dream Big.
You can be the most sophisticated marketer, but if the customer comes to the restaurant and is disappointed because you haven’t delivered on that promise, then you’ve made a terrible mistake.

Leroy Raffel
Co-Founder, Arby’s
InspireU

The single most vital position within the Arby’s system is the General Manager. A talented, committed GM can overcome the most daunting operational hurdles like a challenging trade area, weather or staffing, to lead a high-performing unit.

With this in mind, along with the fact that many General Managers are interested in advancement, Arby’s launched InspireU in 2015. InspireU is an intensive General Manager development program designed to develop skills and behaviors beyond job responsibilities. Through the progressive curriculum, GMs are given the chance to broaden their knowledge and abilities as well as helping those around them grow and develop. This investment in a critical position helps GMs not only operate better restaurants, but also be stronger leaders throughout their careers.

Bellevue University and Athens Technical College Pilot Curriculums

Bellevue University

In 2015, Arby’s joined forces with Bellevue University in Nebraska to develop a custom learning program exclusively for Arby’s team members. The program, called Arby’s Business Management & Leadership, gives employees at Arby’s company-owned restaurants the knowledge and skills they need to be more confident on the job and grow in their careers.

The courses were offered online and covered financial fundamentals, service operations management, merchandising and advertising—all designed to address Key Performance Indicators that drive Arby’s business.

The new program was produced in Bellevue University’s performance-based learning system, which focuses on mastering critical business skills like problem solving, communication, collaboration and more.

Participating Arby’s team members can earn a certificate of completion that is worth 36 college credits that can then be applied to Bellevue University’s Bachelor of Science Degree in Business Management & Leadership. This program helps team members gain key skills, certifications as well as the confidence to achieve goals that previously may have seemed out of reach.

Athens Technical College

Also in 2015, Arby’s worked with The Georgia Restaurant Association, the Hospitality Education Foundation of Georgia and the Lt. Governor’s office to launch the Georgia Culinary Arts and Business Leadership Apprenticeship program.

The program was the result of Senate Bill 2 signed by Georgia Gov. Nathan Deal that allows high school students to earn a high school diploma while simultaneously working toward a technical college or associate’s degree.

The apprenticeship allows students to learn the various positions of the restaurant industry and proceed through several of the Arby’s leadership development and learning programs. Students also gain insight into areas such as food costs, marketing, communication and more. The in-restaurant experience is combined with related coursework at Athens Technical College.

The students’ educational experience is fully funded by state tax dollars, while Arby’s funds the work-based learning by paying an hourly wage to the students for the 10-15 hours they work each week. Upon completion of the two-year program, students will receive an associate’s degree from Athens Technical College, which is transferrable to a four-year institution.
Personally, I count my blessings every morning. We have good people who are working with us... they work really hard and I want continued growth for them. I could be happy where I am now for the rest of my life but I want continued growth for our folks and for the team.

Joe Brumit
Owner of Brumit Restaurant Group, LLC.
Arby’s Franchisee

A commitment to workforce development and education is also being made in our franchise community. For example, Brumit Restaurant Group, owner and operator of 45 Arby’s restaurants in North Carolina and South Carolina, has been a supporter of Asheville-Buncombe Technical Community College since 2002. Brumit Restaurant Group founder and chairman Joe Brumit, and his wife Janice were instrumental in the revitalization and expansion of the college’s hospitality program, which reopened in 2008 as the Brumit Center for Culinary Arts and Hospitality. Joe and Janice have established endowments for the arts and hospitality center and for the college’s non-profit charity, the A-B Tech Foundation, each providing scholarships for deserving students. Joe is a frequent guest lecturer and often hires students from the program to work in his restaurants.
To kick off 2016, we launched an employee giving fund that allows all Arby’s Restaurant Group, Inc. employees to donate to a fund that supports team members during times of need. The fund provides short-term assistance to Arby’s team members, helping bridge the financial gap caused by natural disasters, family emergencies or other unexpected events.

The creation of the program, which embodies a core Arby’s value and commitment to Make a Difference, is a testament to our culture and spirit of innovation. Originally proposed by Senior Director of Project Management Office and IT Finance Brian Patterson, the program speaks to the palpable team spirit here at Arby’s where colleagues lift one another up, especially in times of need.

Arby’s is a company that cares. We care about our team members, our guests and the communities where we do business. We’re looking to develop our people not just in the skills related to the day-to-day job, but in the values to excel outside of the office and restaurant. SkillFULL means so many things at Arby’s, but most importantly, it’s our promise to help team members achieve their very best, and we look forward to continuing that tradition for many more decades to come.

Grants are available to any part-time or full-time ARG team member including those working at the Atlanta Global Support Center and in restaurants across the country.
“What better way to help each other than to come together in time of need? After pitching the employee relief fund idea to leadership and getting approval to explore it further, I began having conversations with team members across the company who told me stories of natural disasters, personal tragedies and other life changing events that caused financial hardship. After hearing about these very real situations, an employee relief fund became more than just an idea but a program I knew the Arby’s culture would embrace. Fast forward one year later and Champions of Hope was born. I am very grateful to work for a company and a leadership team that value their team members, and to work alongside people who love each other through actions not just words.

Brian Patterson
Senior Director of Project Management Office and IT Finance,
Arby’s Restaurant Group, Inc.
Operationally, a restaurant is always “on.” Ovens, fryers, lights, heating and cooling systems are running from open to close with little down time. Restaurants are designed to use energy throughout the day, not save it, making the Arby’s energy reduction story an exceptional one.

By being ResourceFULL®, we act as good stewards of the environment and consistently strive to be better. We’ve worked hard to achieve breakthrough results in the reduction of energy and water consumption. But we didn’t get there overnight.

Our path to becoming an industry leader in energy reduction began in 2012 when research into cutting costs and streamlining operations across our company-owned restaurant portfolio uncovered opportunities to reduce our carbon footprint.

Later that year, following additional research, we launched Efficiency Matters, the backbone of Arby’s ResourceFULL pillar. Efficiency Matters is a program that helped us define our path to environmental stewardship, packaged in a way that allowed each restaurant management team to apply learnings and tools to maximize their savings. We also set a bold goal: to reduce the energy use in our company-owned restaurants by 15 percent before the end of 2015.

We’re proud that we not only met that goal but surpassed it in 2015, achieving a 15.2 percent reduction in energy use since 2011. It started with simple behaviors applied to everyday restaurant operations, then developed into low-cost upgrades and eventually large-scale equipment replacement.

What’s most exciting for our team is that we are just getting started. We’ve become a leader in the restaurant space when it comes to saving energy and reducing associated costs, but as with everything, there’s still room for improvement. We look forward to growing our energy efficiency efforts alongside our thriving brand.
At Arby’s, ResourceFULL has quickly evolved from a cost savings initiative to a way of thinking and a key point of pride for the entire organization, especially our restaurant operators. To continually elevate our efforts, we’ve also created a set of energy efficiency guidelines that all our operators, corporate support team, as well as our leadership are expected to follow:

- Consider energy efficiency in all operations and decision-making processes.
- Create a culture that drives continual improvement in energy performance, improves productivity and reduces environmental impacts through regular review of current activities.
- Procure equipment that is energy-efficient and cost-effective.
- Ensure all levels of the organization share responsibility in the implementation of energy-saving initiatives.

These guidelines ensure we’re including critical issues like energy efficiency and environmental impact in every decision we make, whether infrastructural or technological.

Efficiency Matters is our energy management platform designed to improve efficiencies in restaurants and reduce energy consumption while saving costs. The program has been the key driver of our 15.2 percent energy reduction across company-owned restaurants since 2011. In 2015, Efficiency Matters received a Top Project of the Year Award from Environmental Leader, which recognizes projects implemented by companies that improved environmental or energy management and increased the bottom line.

The employment of Efficiency Matters was the result of an intense internal audit conducted in conjunction with Ecova, an energy and sustainability management company. The audit consisted of data and technology blended with team member insights and behavioral studies, all gathered from a sampling of Arby’s restaurants.
Arby’s success in becoming an energy efficient restaurant company boils down to one thing: commitment. Commitment from our leadership and our team members to transform how we operate our restaurants.

Frank Inoa
Senior Director, Operations Engineering,
Arby’s Restaurant Group, Inc.
ENERGY AUDIT

An audit by Arby’s and Ecova resulted in a three-tiered plan of attack:

- No-Cost Improvements
- Low-Cost Improvements
- Long-Term Investments

No-Cost Improvements are behavior-based and at the restaurant level. Key elements include:

- Optimized On/Off Schedule
- Energy Rebate Management
- Hot Water Temperature Controls

With behavioral best practices in place, we turned to our supply chain cooperative, ARCO, to assist energy experts like Ecova and others in locating low-cost and eventually large-scale equipment upgrades to employ across our company-owned restaurants.

Low-Cost Improvements are small-scale upgrades with big results. Key projects include:

- Aerators: Faucet aerators are inexpensive, easy to install and conserve water. They operate via a screen that screws onto the end of faucets and adds air to the stream of water by breaking the water into fine droplets.
- Spray Valves: EPA WaterSense® spray valves use 20 percent less water than the federal standard for commercial kitchen valves.
- Toaster Damper Kit with Heat Shield: This inexpensive kit provides insulation to retain heat used during toaster operation using less energy.
- Vinyl Strip Curtains: By installing vinyl strip curtains in walk-in coolers, we’ve reduced cooler compressor run-time by preventing warm and moist air from entering coolers.
- Electronically Commutated (EC) Motors: For use with walk-in coolers and freezers.
- Gaskets: Poorly sealed refrigeration doors cause the equipment to be inefficient and can affect food safety. We maximized equipment lifecycles and overall food safety by replacing ineffective gaskets in all restaurants.

Long-Term Investments are higher-cost projects that drive significant energy and cost savings over time. Key elements include:

- Asset Management System: Arby’s engaged Powerhouse Dynamics, a company that specializes in controls and electricity consumption analytics for equipment, to make its patented SiteSage® Asset and Energy Management System a core component of the Efficiency Matters program. SiteSage can control thermostats and integrate with other restaurant appliances like ovens to monitor energy, water and equipment performance across thousands of locations and has been able to help reduce energy costs by up to six percent per restaurant per year.
- Cook N’ Hold Ovens & Convection Ovens: Arby’s new cooking platform generally consists of three to four Cook N’ Hold pods for cooking beef as well as one to two small countertop convection ovens for smaller items. In addition to significant energy savings...
Arby’s commitment to drive efficiency and reduce expenses has really been demonstrated through the broad engagement across the organization—in finance, operations, design, development, training, communications, food safety and more. This comprehensive understanding and prioritization of the task at hand has been a key ingredient to the success of the Arby’s program.

Indigo Teiwes
Business Solutions Director,
Ecova

supported by SiteSage, the new cooking platform covers a smaller footprint and improves beef yield, while enabling automated HACCP reporting through SiteSage.

- **Fryers:** Our new fryer unit options save an average of $2,700 per restaurant per year as a result of energy and oil savings. Between 2013 and 2014, ARG purchased (250) low oil, energy efficient (ENERGY STAR® certified) fryers, comprising 25 percent of its portfolio with significant savings equating to 30 percent reduction in oil usage and 64.9 percent reduction in natural gas.

- **HVAC:** HVAC systems consume 28 percent of a typical full service restaurant’s annual energy use, making this a key focus of Arby’s effort to conserve energy in 2016 and beyond. While we have already achieved significant efficiencies by installing new units in our restaurants, we are continuing to invest in retrofits and repairs to existing units. We recently received an Advanced Rooftop Unit Campaign award for our innovative replacement program.

- **Interior Lighting:** Arby’s LED Interior Lighting Conversion Program has helped us save up to $2,600 per restaurant (approximately 26,000 kWh) annually as a result of energy reduction. In a majority of company-owned restaurants, interior menu lighting has also been converted to LED.

- **Exterior Lighting:** Our LED Exterior Lighting Conversion Program delivers more than $1,800 and approximately 18,000 kWh in savings annually per restaurant. In 2015, Arby’s parking lot lighting program received two awards from the Lighting Energy Efficiency in Parking (LEEP) Campaign recognizing our efforts to improve energy efficiency at restaurants through outdoor lighting initiatives. We received awards for the “Highest Percentage Savings in a Parking Lot (Retrofit)” and “Best Retail/Commercial Parking Facility.”

These awards are the result of our work with Regency Lighting to reduce electricity consumption in the parking lots of 92 company-owned restaurants. As part of Efficiency Matters, high wattage metal halide lighting was replaced with more efficient LED lighting in 1.7 million square feet of restaurant parking including 3,490 parking spaces. The retrofit resulted in an average 53 percent reduction in energy in participating restaurants. Exterior menu lighting has also been converted to LED in a majority of company-owned restaurants.

These are just a sampling of the programs available to company operators and franchisees. To help them navigate the multitude of energy-saving opportunities at their fingertips, we worked with ARCO to develop an Efficiency Matters Guide that is distributed to the entire Arby’s system.
In an effort to showcase our stewardship toward energy efficiency and extend the company’s savings goal, we joined the United States Department of Energy’s Better Buildings Challenge in 2015. The cornerstone of joining the challenge is a public pledge to improve energy intensity of the entire portfolio of restaurants by at least 20 percent by 2020. We recently surpassed the BBC goal by improving energy performance 24 percent, measured in kBtu/transaction (from a 2011 baseline).

It is worth noting that Arby’s and the Better Buildings Challenge measure energy reduction differently, hence the 15 percent and 20 percent goals being reached simultaneously. At Arby’s, we measure the average site energy reduction per restaurant, while the Better Buildings Challenge measures the average source energy reduction per transaction. Source energy accounts for site energy use plus energy used in production, transmission, and delivery. Similar results, different metrics!

Also as part of the Better Buildings Challenge, we designated our flagship hometown restaurant at 1751 Howell Mill Road, NW in Atlanta as our showcase project to demonstrate what’s possible in energy efficiency for other companies in our sector. To date, Arby’s has tracked 38 percent in energy savings at our showcase project. We are excited to continue our work with the Department of Energy in 2016 and beyond, not only to continue driving energy and cost savings in our restaurants, but to share successful efficiency models and best practices so other restaurant companies can follow in our footsteps.

Arby’s was one of the first food service companies to join the Better Buildings Challenge and a leading organization across all sectors in achieving their energy savings goal. We look forward to continuing to partner with Arby’s as the company sets new goals and makes even more progress in energy and water efficiency.

Holly Carr
Energy Technology Program Specialist,
U.S. Department of Energy
In 2015, through a six month pilot that spanned 85 restaurants, we saved 7.4 million gallons of water. The project recently received a 2016 Project of the Year award from Environmental Leader.

The rising scarcity and consequential increasing costs of water is an urgent issue across our country. As part of our efforts to be good environmental stewards, we joined forces with Weathermatic, an industry leader in smart irrigation control systems, to better understand how we can optimize our water consumption and waste. In 2015, through a six month pilot that spanned 85 restaurants, we saved 7.4 million gallons of water, enough to fill 11 Olympic-sized pools! Also as a result of the Weathermatic pilot, we reduced water usage by an average of 25 percent across the 85 test restaurants.

In Conversation with Brodie Bruner, Executive Vice President of Sustainability Services, Weathermatic

How did the Arby’s and Weathermatic relationship begin?

The EPA estimates that 50 percent of all water used is wasted. With increasing water restrictions and water rates making water management critical for business operations, Arby’s approached us to help them lay out a strategy. We were chosen based on a field test pilot as well as our compatibility with other management and software partners such as Ecova and Powerhouse Dynamics. We were able to integrate Weathermatic Smartlink data into Powerhouse Dynamics' SiteSage platform so that the Arby’s operations team could efficiently monitor water usage from the same software platform where all other connected controls were monitored including air conditioning, refrigeration and lighting.

How has this relationship helped Arby’s succeed in its water conservation efforts?

First, Arby’s is setting an example in the restaurant space and the broader commercial real estate market by proactively addressing water waste in the landscape.

Secondly, Arby’s is achieving improved efficiencies through cutting edge, cloud-based technologies. To my knowledge, Arby’s is one of the first corporations in America to integrate landscape water management into its building management system.

Third, Arby’s water management program benefits more than just operational savings and the local environment by sharing the savings from water conservation through the Save Water | Give Life program. Essentially, the water saved at Arby’s restaurants directly results in helping others by giving access to clean water. Their water conservation program has already resulted in funding a clean water well in Nicaragua, which serves over 1,000 people, with additional wells in the pipeline as the program grows to more restaurants.

In addition to saving water, what will be some of the more long term impacts from investing in irrigation control?

By managing water efficiently and effectively, Arby’s can better comply with increasing local water restrictions and grow healthier, more vibrant landscapes, which in turn reduces landscape replacement cost. Another benefit of the Weathermatic smart irrigation system is reduced hardscape (sidewalks, parking lots, and building foundation) damage due to water runoff since irrigation is applied at a rate the soil can accept by using customized run and soak cycles.

Our path to energy efficiency at Arby’s has been incredibly humbling and rewarding. The sustainable energy community is a powerful group of passionate individuals and businesses looking to make an impact and help each other along the way. We’re now a proud member of this community and a leader in the restaurant industry, which is something we take very seriously. We’ll continue to lead by example and work tirelessly to find new ways to make Arby’s restaurants kinder to the environment.
At Arby’s, we set ourselves apart by providing guests with high-quality, delicious food that is prepared quickly and served with a smile. We call this approach Fast Crafted®, and it defines what it means to be FlavorFULL® at Arby’s.

Fast Crafted isn’t just a buzzword at Arby’s. Every single member of the team, from our restaurant operators to our chefs, recognizes that this unique blend of quality and service is what differentiates us, and we care deeply about delivering a consistent experience.

This approach to food service isn’t new to our brand. The Raffel Brothers founded Arby’s more than 50 years ago with a vision to deliver a higher quality sandwich experience in a land of ten cent burgers. We have that same mindset today, and we’ve used it to reinvigorate our brand and show guests that in addition to our famous roast beef, we have a lineup of high-quality proteins that rival their favorite corner deli.

Our primary focus is to continually improve. We strive to be fast, friendly and accurate on every order, while ensuring our food is safe and of the highest possible quality.

That’s why we measure the performance of every Arby’s restaurant with regular assessments complemented with ongoing coaching and training provided by our experienced field teams.

But we also need to make sure the food we are serving is ethically sourced and nutritious—qualities that our guests have come to expect from us. This is why we follow the highest standards in the food industry and are constantly analyzing and innovating how we source and prepare our food. This ensures that the food we serve every day is freshly prepared, delicious, nutritious and most importantly—safe.
Arby’s was founded in 1964 by brothers Leroy and Forrest Raffel who recognized a need in their town of Youngstown, Ohio: a restaurant with high-quality food served quickly in a friendly, family atmosphere. The answer: a sandwich shop focusing on hot, freshly sliced roast beef sandwiches made as fast as anyone could flip a burger. As word spread and the company grew, so did the need to maintain consistent quality and oversight.

In 1971, we debuted our new roast beef recipe, one that continues to be served today. Our roast beef is prepared and marinated with exactly the same commitment to flavor, slow-roasted in our restaurants daily and sliced to order.

In the 1990s, we launched a first-of-its-kind menu of healthy salads and sandwiches, with each item well under 300 calories. In 1994, we became the first fast-food restaurant to ban smoking in all of our locations.

More recently, we recognized a widening gap in the market that Arby’s was filling—no other national restaurant company was delivering reliably-prepared meals with high-quality ingredients in a speedy fashion—and certainly not through a drive thru like Arby’s. To rally the entire organization around this unique opportunity, and to better communicate our point of differentiation among industry professionals, we coined our positioning as Fast Crafted.

A key element to being Fast Crafted is the diversity of our menu. Yes, we’re famous for our roast beef, but for so many years we’ve offered much more in the way of high-quality cuts of meat. To make sure our guests were aware of our offerings beyond roast beef, our Product Development team began innovating around our variety of proteins to produce new core menu items as well as limited time offerings unique to Arby’s.
ARBY’S CORE PROTEIN LINEUP

Today, the quality, variety and abundance of our proteins represent our culinary advantage. “We Have The Meats®” is more than just a tagline, it proudly communicates what makes Arby’s different.

Smoked Ham
USDA ham that’s lean and pit-smoked.

Pepper Bacon
Hickory-smoked, thick-cut and cooked in-house daily.

Alaskan Pollock
Wild and sustainably-caught; seasonally available.

Roast Turkey
Marinated, 100 percent whole breast meat.

Roast Beef
Marinated, 100 percent beef slow-roasted in-house and sliced fresh to order.

Angus Steak
USDA Choice top round Black Angus.

Smoked Brisket
USDA Select or better brisket, smoked in a real smokehouse for at least 13 hours.

Corned Beef
Authentic New York-style corned beef sliced fresh daily from a bottom round.

Prime-Cut™ Chicken
100 percent whole breast meat that’s breaded and seasoned, then fried in-house daily.
With nearly 3,300 Arby’s restaurants across the country, we’re in a unique position when it comes to sourcing our proteins, breads, cheeses and more. We’re nimble enough to work with smaller, artisanal suppliers, yet large enough to bring these delicious ingredients to guests across America.

No ingredient on our menu demonstrates Arby’s ability to bring craft cooking to the masses like our Smoked Brisket. You can’t do barbecue halfway, so prior to launching our Smokehouse Brisket Sandwich in 2013 we knew we had to find a supplier with credibility in the barbecue universe. Following a visit to Sadler’s Smokehouse in Henderson, Texas, we knew we had found the initial supplier that would help bring the Smokehouse Brisket Sandwich to Arby’s menus across the country.

Founded in 1948, Sadler’s Smokehouse is a family-owned and operated smokehouse specializing in premium, pit-smoked meats. While many innovations have been made to evolve with the demands of a growing business, from food safety enhancements to improved quality assurance, the Sadler family has made sure the one thing that doesn’t change is their formula for true barbecue. It’s simple: real wood, real smoke, real flavor.

Each slab of brisket that arrives at Arby’s has been smoked for at least 13 hours. It’s then sliced fresh in Arby’s kitchens, topped with smoked gouda, crispy onions, mayo and BBQ sauce and served on a specialty roll. When we introduced the Smokehouse Brisket Sandwich, it became the most successful product launch in Arby’s history and as a result of guest demand earned a spot on the full time menu, where it remains today.

In addition to our meats, we strive to provide quality and craft across the Arby’s menu, including our breads. Our original flatbread supplier, for instance, is Grecian Delight, the same flatbread provider used by many mom-and-pop Greek restaurants across the country. We use these soft, delicious flatbreads to make our popular Gyros. We also offer flatbread as an option with our fish, Pecan Chicken Salad and several other recipes featuring a variety of proteins.

Whether it’s a family-run smokehouse in Texas or the suppliers of a unique cucumber essence to make Tzatziki sauce for our Gyros, locating the right suppliers and cultivating those relationships is paramount to our Fast Crafted approach. Arby’s supply chain cooperative, ARCOP, is on the frontlines building this rapport. ARCOP’s makeup includes teams that specialize in purchasing, distribution, supply chain logistics and indirect sourcing programs. These food service experts negotiate contracts on products and services with approved vendors, support successful execution of product promotions, manage delivery logistics and support other critical supply management functions, including food safety.
Managing the supply chain for a surging brand like Arby’s with an intense focus on quality and a culture of innovation is a welcome challenge for our team. We have the unique opportunity to seek out specialty suppliers that larger, slower-moving brands simply can’t work with. While our ultimate objectives are to guarantee security, service and price, so much happens before contracts are negotiated. We work side-by-side with the Arby’s culinary team to visit the farms and test kitchens to gain a better understanding of the passion behind the craft. We know when we’ve found a perfect fit for the direction Arby’s is going.”

David Cox
President,
ARCOP
SAFETY FIRST AT ARBY’S—OUR FOOD AND OUR PEOPLE

Arby’s employs a thorough and rigorous approach to ensuring our food is safe. The Arby’s Safety First program includes system-wide goals and incentives for top-performing restaurants. Overseeing the program is Arby’s dedicated Technical Services team, internal inspectors and third-party evaluators. In addition to our support professionals, every Arby’s general manager across company-owned and franchise restaurants are required to earn ServSafe (or a state equivalent) certification. In company-owned restaurants, Shift Managers and Assistant Managers are also required to be ServSafe certified.

To ensure safety in the supply chain, Arby’s QA team works closely with ARCOP to make sure that all new suppliers and distributors are food safe qualified. Core Suppliers and distributors already working with Arby’s are re-qualified each year, and must also pass an annual third party safety evaluation to remain part of the Arby’s supply chain.

In 2010, we began a national produce program that minimized our vulnerabilities by reducing the number of produce vendors from hundreds, to just three. Random field inspections were also instituted. These inspections evaluate records while giving our team the ability to review pre-planting and pre-harvest audits, daily pre-ops checks, GMP procedures and training, animal and flood intrusion and sanitizer concentration checks.

Arby’s also works with outside third parties to regularly evaluate our food and certify Arby’s restaurant teams. To monitor, identify and quantify food safety execution at the restaurant level, Arby’s gathers performance metrics from the following programs:

- Health Department Inspection Reports
- Arby’s Operations Review (AOR) Safety Assessments—conducted 5 times annually
- Third-Party Safety Assessments through Ecosure
- P&G Audit Assessments
- Guest Feedback Data
- QA Hotline Data
- Spec Check Data from distribution centers

Arby’s places a high degree of importance on the training of these performance areas, identifying Safety First as a “Top Five” responsibility of members of the team during orientation. Food Safety certification is also required within the first two weeks of hire and updates are regularly communicated and reviewed with members of the team. One of these communications tools is the Arby’s Safety First newsletter, a quarterly publication providing safety best practices and status reports covering the previous quarter’s performance, fueling competition among restaurant teams across the country to be the best at food safety.
In a winning organization, big ideas can come from anywhere. That’s why we launched the “Hey Chef Neville!” product development program in 2012. “Hey Chef Neville!” is a quarterly contest that allows anyone within the Arby’s system, including ARG corporate and restaurant employees and franchisees and their restaurant teams, to submit new menu ideas to our Vice President & Brand Executive Chef, Neville Craw. Each quarter, Chef Neville and his culinary team choose a winning recipe that enters the Arby’s test cycle. Recently, several winning submissions have made the national menu, including the King’s Hawaiian Fish Deluxe, Turkey Rachel and Garlic Parmesan Housemade Chips. The program helps Arby’s foster creativity and collaboration around food innovation across the entire organization.
Arby’s is committed to the well-being and humane treatment of animals and poultry. We comply with all applicable FDA guidelines, including those related to the use of antibiotics in our proteins, and we maintain a commitment to the highest food safety standards.

The programs and requirements we have in place ensure we are sourcing proteins, dairy and eggs from responsible suppliers and vendors who meet our high standards and apply best practices as it relates to animal and poultry welfare.

Arby’s Technical Services is responsible for conducting routine audits at each vendor processing facility that supplies animal protein items to Arby’s. Vendors’ raw material listings are reviewed during these audits to ensure that all harvest facilities have acceptable animal welfare audits and practices. All audits are based on guidelines from the National Chicken Council (NCC), American Meat Institute (AMI), United Egg Producers (UEP) and National Turkey Federation (NTF).

Arby’s is also an annual sponsor of Poultry Welfare Auditor Certification Training, conducted by the Professional Animal Auditor Certification Organization, Inc. (PAACO), whose mission is to promote the humane treatment of animals and poultry through education and certification of animal and poultry auditors, as well as the review and/or certification of animal and poultry audit instruments, assessments and programs.

Arby’s is in compliance with all applicable FDA guidelines relating to the use of antibiotics in our proteins. Additionally in 2017, we will begin transitioning to serving only chicken raised without antibiotics important to human health.
As part of our commitment to the well-being and humane treatment of animals and poultry, Arby’s is moving to cage-free eggs used in breakfast menu items at its system-wide U.S. restaurants with a target for full transition by 2020. Arby’s believes this is an important commitment that means that our eggs will be sourced from hens raised in a cage-free aviary system, which allows hens to roam freely through open spaces.
IMPROVING THE SUSTAINABILITY OF U.S. BEEF

Arby’s is a founding member of the U.S. Roundtable for Sustainable Beef (USRSB), a multi-stakeholder initiative developed to advance, support and communicate continuous improvement in sustainability of the U.S. beef value chain. The USRSB achieves this through leadership, innovation, multi-stakeholder engagement and collaboration, aiming for the U.S. beef value chain to be the trusted global leader in environmentally sound, socially responsible and economically viable beef. In addition to supporting USRSB as a brand, we also have a seat at the table. An ARCP representative is a member of the USRSB Planning Committee and the Sustainability Indicators and Goals for Progress working group.

UP NEXT

While we’re proud of the tremendous progress we’ve made in delivering food that is consistently delicious, nutritious, safe and ethically sourced, we know that there is always more work to do. That is why our teams—across product development, supply chain, safety inspection, and restaurant training—will continue to work tirelessly to advance current initiatives and establish new programs to make improvements in these areas. An example of this includes a comprehensive effort to remove all artificial colors and flavors across our menu, which we anticipate completing in 2017. We’re confident that with this and the many other efforts underway, Arby’s commitment to quality will continue to be a reason guests choose to dine with us.
At Arby’s, we’re proud of the many accomplishments being PurposeFULL® has helped us achieve. Moving forward, we will deepen our engagement with our guests, team members and franchisees as we continue to make a positive impact in the communities we serve.

As we further our CSR progress, we will continue to gather and tell our stories, as well as measure, evaluate and improve our impact. In the years ahead, we will continue to Dream Big, Work Hard, Get It Done, Play Fair, Have Fun and Make a Difference®—as you’ve seen in these pages—ultimately Inspiring Smiles Through Delicious Experiences®.