



# Dine Together

2020 Dine Brands ESG Report





# Welcome to Dine Brands' Inaugural Corporate ESG Report



When I became Dine Brands' CEO in January 2021, I, along with the help of our franchisees, team members, and suppliers, took on the challenge of building upon the rich history of creating great experiences for our guests at our Applebee's Neighborhood Grill + Bar and IHOP restaurants. I envisioned contributing to our communities by gathering over great food in hometowns throughout the U.S. and beyond, building on the work of our local teams and what they do to be a good neighbor and partner in the communities where they operate.

(continued on page 3) →

## TABLE OF CONTENTS

Message from Our CEO .....	2
ESG Strategy .....	4
Our Business .....	6
People .....	9
Planet .....	15
Food .....	20
Governance .....	23
COVID-19: Staying Safe, Protecting People .....	25

# 01

## Message from Our CEO



The notion of ***Dine Together*** has always been an important part of our heritage — and it's an equally important part of our future. It's our way of doing our part across a broad spectrum of corporate social responsibility and sustainability issues — from well-being to energy efficiency and animal welfare, to job creation and more.

We've always been devoted to the health and prosperity of our communities. Along with our brands, franchisees, and team members, we support programs — including those that enhance children's lives and fight hunger — to help our communities thrive.

This report — and the framework we are launching with it — reflects the progress we are making toward the future. For us, our business and our responsibilities to society are inextricably linked. To that end, I gladly signed the CEO Action for Diversity & Inclusion™ pledge, and our company continues to help all employees be diversity change agents to support an inclusive culture.

Although we're still facing the health and social challenges of 2020 — including the COVID-19 pandemic, supply chain disruptions, labor shortages, and ongoing economic uncertainty — I'm proud of what we

have accomplished and the ways our company and franchisees have chosen to address these challenges to ensure we stay true to our vision and our heritage.

While I'm encouraged by the progress we've made, we have a long way to go to further meet our goals, deepen our impact, and innovate our systems. With this report, we are excited to share the initiatives and actions we have undertaken or will undertake to address our strategic ESG focus areas: People, Planet, Food, and Governance.

Thank you for your interest in Dine Brands and our efforts to make an impact. On behalf of our entire system of franchisees, team members, and suppliers, I invite you to join us as we continue on this journey and ***Dine Together***.

**John Peyton**  
Chief Executive Officer

# 02

## ESG Strategy

As we have grown our business, we've broadened our vision to include our impact on the environment and society. This makes good business sense as it resonates with our team members and guests who, increasingly, are looking more closely at how businesses and brands contribute to society.





**We have developed a corporate ESG strategy devoted to four focus areas impacting our business.**

### PLANET

Caring for the environment by:

- Being responsible stewards of our planet
- Minimizing food and packaging waste

### GOVERNANCE

- Being transparent
- Maintaining board oversight



### PEOPLE

Empowering our teams by:

- Supporting franchisees' success
- Investing in employees
- Attracting and retaining diverse talent

Supporting our neighborhoods to make sure our communities thrive by:

- Contributing to resilient communities
- Enabling local giving
- Fundraising for children's well-being

### FOOD

- Serving safe, honest-to-goodness food
- Concerning ourselves with the health and welfare of animals

In this report, we explain how we put our ESG strategy into action and report on our progress to date. We intend to build on these efforts, and our future plans include:

- Establishing additional clear, measurable goals
- Identifying additional opportunities to increase our positive impact in the communities we serve
- Enhancing our tools to accomplish our goals and measure our progress

Additionally, recognizing the need for transparent, evidence-based, standardized sustainability reporting, we plan to base future reports on the Restaurants Reporting Standards established by the Sustainability Accounting Standards Board® (SASB).

We also look to the United Nations Sustainable Development Goals (UNSDG) in guiding our thinking on ESG strategies and goals. The UNSDG contains at its heart 17 Sustainable Development Goals (SDGs) setting forth a shared blueprint for peace and prosperity

for people and the planet. Though we will continually strive to contribute to many or all of the [17 UNSDGs](#), our immediate areas of focus concern five SDGs.





# 03

## Our Business

Dine Brands Global, Inc.<sup>SM</sup> is based in Glendale, CA, with operations in Kansas City, MO, and Raleigh, NC.

Publicly traded on the New York Stock Exchange (NYSE: DIN), Dine Brands, through its subsidiaries, franchises two brands:



**Applebee's Neighborhood Grill + Bar (Applebee's®)**  
is a casual dining restaurant concept.



**International House of Pancakes (IHOP®)**  
is a family dining restaurant concept.

The two brands combined include approximately 3,483 restaurants in all 50 U.S. states, plus Washington D.C., two U.S. territories, and 16 additional countries: Canada, Mexico, countries in the Middle East, Central America, South America, and Southeast Asia. Of these restaurants, Dine Brands' subsidiaries operate 69 company-owned restaurants in North and South Carolina, with the remaining restaurants being owned and operated by independent franchisees and licensees under agreements with Dine Brands or its affiliates.

Our Applebee's and IHOP franchisees are entrepreneurs responsible for their own businesses, as well as decisions involving certain operations and hiring practices following local, state, and federal laws.



**3,483 restaurants**  
in all 50 U.S. states, plus Washington D.C.,  
two U.S. territories, and 16 additional countries

## 2020 U.S. AND INTERNATIONAL RESTAURANTS

### Applebee's



**1,642**  
Franchises

**69**  
Company-owned

**Total:**

**1,711**  
Restaurants

### IHOP



**1,772**  
Franchises, area licenses,  
and temporarily operated

**Total:**

**1,772**  
Restaurants



# History of Our Business

Our story begins when the first IHOP restaurant opened in 1958 in Toluca Lake, CA. Two years later, IHOP began expanding through franchising, and it became a public company in 1961. Since that time, our company and our predecessors have engaged in the development, franchising, and operation of IHOP restaurants.

The first restaurant in what became the Applebee's chain opened in 1980 in Decatur, GA. Applebee's International, Inc, became a public company in 1989. In November 2007, we completed the acquisition of Applebee's.

With more than 3,300 restaurants at the time, the combination brought together two leading restaurant brands and created the largest full-service restaurant company in the world. In 2018, the company was renamed Dine Brands Global.

*The first IHOP restaurant opened in 1958 in Toluca Lake, CA.*



*The first Applebee's chain opened in 1980 in Decatur, GA.*





# 04

## People

### Empowering Our Teams:

- Supporting franchisees' success
- Investing in employees
- Attracting and retaining diverse talent

### Ensuring Our Communities Thrive:

- Contributing to our resilient communities
- Enabling local giving
- Fundraising for children's well-being





## Empowering Our Teams

### SUPPORTING FRANCHISEES' SUCCESS

The backbone of Dine Brands is our network of global franchises. Their success is our company's success. We work to help our franchisees remain profitable, responsive to their team members, and attuned to their communities by providing:

- Local and national support in the areas of operations, training, communication strategies, advertising, marketing, trade group learnings, real estate, construction, purchasing, and maintenance
- Business interactions via Brand Leadership Councils and monthly franchisee town halls led by brand teams
- Various digital communications through branded franchisee Intranets, weekly newsletters, and targeted communications via internal channels

### INVESTING IN EMPLOYEES

The heart and soul of our company and our brands are the people who take pride in their jobs and help those around them. These valued team members are integral to our success.

We demonstrate how much we value our Dine Brands employees by providing them with a safe, respectful, inclusive workplace where their contributions are appreciated. Depending on the role, we also offer:

- Competitive salaries, tuition reimbursement, and adoption assistance
- Generous benefits, including medical, dental, vision, 401(k), deferred compensation, FSAs, life insurance, disability coverage, Employee Assistance Program (EAP), free financial counseling and identity-theft protection, pay-for-performance, domestic partner benefits, sick days, family leave, and vacation and personal days
- Referral program and team member recognition program
- Wellness program and medical discounts for positive behaviors
- Training, learning, and development opportunities for all levels
- Harassment, Discrimination, Bullying, and Retaliation Prevention Policy, and commitment to Safety First practices

### DINE BRANDS' CORPORATE DIVERSITY\*



### COMPANY-OWNED RESTAURANT EMPLOYEE DIVERSITY\*



\* For more employee information, see pages 13 and 14 of our [2020 Annual Report](#).

† Data based on team member voluntary self-reporting; also based on EEOC categories and requirements.



## ATTRACTING AND RETAINING DIVERSE TALENT

We value, encourage, and recognize the diversity of our workforce. We embrace our personal differences and the benefits that an array of backgrounds, cultures, and thinking styles bring to our company.

To demonstrate our commitment to attract and retain diverse talent at Dine Brands, we undertook these initiatives in 2020:

- **Established six team member resource groups (TMRGs)** for women, Asian-American/Pacific Islander, Black/African American, Latinx, LGBTQ+, and young employees and allies at our Dine Brands Restaurant Support Centers. We plan to continue to invest in and expand our TMRGs.
- **Set up interactive, mandatory diversity and inclusion training to accomplish these three goals:**
  - » Recognizing cultural variables influence who we are and how we see others
  - » Understanding how reactions to differences impact team member engagement and business outcomes
  - » Realizing each of us must be a diversity change agent and develop strategies to support/maintain an inclusive culture
- **Shared educational resources**, including resources regarding anti-racism, microaggressions, and biases

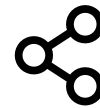
## Talent Acquisition Inclusion Strategy

We are committed to providing equal employment opportunities for all Dine Brands' team members and applicants. To expand our search for the best applicants, we initiated our Talent Acquisition Inclusion Strategy (TAIS) in 2020.

Our TAIS strategy calls for:



**Requiring diverse applicant interview panels and candidate slates** composed of people representing a diversity of genders, races, and ethnicities



**Expanding our association/alliance relationships** with organizations devoted to women and to Black, Indigenous, and People of Color (BIPOC)



**Initiating and expanding relationships with HBCUs** (historically black colleges and universities) via career fairs and other activities



**Developing a Spotlight Campaign** featuring diverse employees and their unique backgrounds on various platforms, such as LinkedIn



**Signing the [CEO Action for Diversity & Inclusion™](#) pledge** to advance diversity and inclusion within our company

# Ensuring Our Communities Thrive

## CONTRIBUTING TO OUR RESILIENT COMMUNITIES

Because we [value all our neighborhoods](#), we strive to improve the health and prosperity of the communities in which we operate with our financial and hands-on presence.

Dine Brands has a long history of donating to the **Hope of the Valley Rescue Mission**, which annually provides over 1.2 million meals to those in need in the San Fernando Valley, the home of Dine Brands', Applebee's, and IHOP's headquarters. We also issue charitable grants to the Boys and Girls Club of Dorchester, the Ocean Institute, and the Harvesters Community Food Network (Kansas City).

In 2019, our Glendale Restaurant Support Center donated nearly 20 metric tons of food, and in 2020 (with curtailed food preparation services during COVID-19), we donated nearly seven metric tons of food.

We also seek to engage our team members in community investment and development initiatives that serve the communities where we live and operate. An annual **Philanthropic Day** provides paid time off for our Restaurant Support Centers team members. This benefit gives team members opportunities to volunteer nine hours a year to support philanthropy efforts of their choosing.

In addition, through its distribution centers, Applebee's and its franchisees donated a total of nearly 12 metric tons of food to their local communities in 2020 instead of letting it go to waste.

To prevent food waste and help those in need, IHOP and its franchisees also donated over 26 metric tons of food to their local communities through distribution centers in 2020.

### 27 metric tons

of food donated by our Glendale Restaurant Support Center in 2019 and 2020

### 12 metric tons

of food donated by Applebee's and its franchisees in 2020

### 26 metric tons

of food donated by IHOP and its franchisees in 2020

## Team Members Supporting Each Other

Team members globally contribute to the resiliency of their fellow team members through the **Heidi Fund**. Established in 2002, the Heidi Fund honors Heidi Tomassi, an Applebee's server in Olathe, KS. She received an outpouring of financial support to help with her son's extensive medical bills after her remarkable act of kindness involving a guest.

To honor Heidi, the Heidi Fund was created to provide financial assistance to other team members who work for Applebee's, IHOP, or Dine Brands and find themselves in a financial crisis due to a catastrophic life event. The fund has assisted those undergoing property loss, funeral expenses, or unexpected events.



## ENABLING LOCAL GIVING

It is a point of pride with us that our franchisees have strong ties to their communities. Those ties result in our franchisees supporting local charitable organizations on a global scale, as well as national organizations locally. Franchise owners and their team members are involved with hundreds of fundraisers and events every year. Their efforts are one way to say “thank you” to their communities.

**Applebee's:** Believing it has a responsibility to make a positive impact in its local communities, Applebee's Doin' Good in the Neighborhood program encourages franchisees to sponsor events supporting charitable organizations.

During 2018-2020, Applebee's and its franchises raised over \$25 million for such organizations as [Alex's Lemonade Stand](#), Toys for Tots, the Make-a-Wish Foundation, and Meals on Wheels. Because the majority of the fund-raising relies on live events, donations were down in 2020 due to the COVID-19 pandemic. From 2018 through 2020, over 21,000 live events took place.

Nationally on each Veterans Day, Applebee's serves veterans and active-duty military personnel a free meal in recognition and gratitude for their service. From 2008 through 2020, our franchisees gratefully served over 11 million free meals.



# \$25 million

raised to support numerous charitable organizations from 2018-2020

# 11 million

free meals served by franchisees on Veterans Day since 2008

**IHOP:** Since 2006, on National Pancake Day, guests receive a free short stack of buttermilk pancakes from 7am to 7pm. In addition to providing a free meal to those in need, guests who are able are encouraged to leave a donation for IHOP's national charity partner, [Children's Miracle Network Hospitals](#) and other local charities, including Shriners Hospitals for Children and the Leukemia and Lymphoma Society. As of 2020, by serving close to five million pancakes each year at its restaurants across the U.S., IHOP raised over \$30 million for children's charities as part of its signature event.

Additionally, participating IHOPs also offer free meals to active military personnel on Veterans Day. In Canada, which celebrates Remembrance Day on November 11, Canadian active military personnel and veterans also receive free meals as a thank you.



# \$30 million

raised for children's charities by serving close to five million pancakes each year since 2006



## FUNDRAISING FOR CHILDREN'S WELL-BEING

Children are a central part of our neighborhood communities, and Applebee's and IHOP are invested in their welfare. That is why both restaurants partner with charities benefiting children.

From 2006 through 2020, **IHOP's National Pancake Day** has resulted in over \$30 million being donated to children's charities. In recent years, National Pancake Day has benefited [Children's Miracle Network Hospitals](#) nationally.

Applebee's has partnered with [Alex's Lemonade Stand Foundation](#) to end childhood cancer since 2005. Each year **Applebee's restaurants become lemonade stands** and invite their guests and neighbors to join the fight by participating in local activities and donating in a variety of ways.

As of 2020, Applebee's is proud to have raised over \$11.5 million to fund research and bring hope to families fighting childhood cancer.

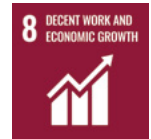


## Future Reporting on People

In addition to reporting data on the relevant SASB's Restaurant Standards, Dine Brands future ESG efforts regarding People will focus on the following UNSDGs:

### DINE BRANDS' FOCUS ALIGNED WITH SOCIAL UNSDGs


**SUSTAINABLE DEVELOPMENT GOALS**



**SDG #2:** Achieve food security and improved nutrition.

 **Dine Focus:** Continue to expand existing food donations program

**SDG #3:** Ensure healthy lives and promote well-being for all.

 **Dine Focus:** Implement wellness programs that focus on physical and mental well-being

**SDG #8:** Promote inclusive/sustainable economic growth, productive employment, and decent work.

 **Dine Focus:** Dine and its franchisees offer meaningful work and development opportunities



# 05 Planet

**Being Responsible  
Stewards of Our Planet**

**Minimizing Food and  
Packaging Waste**



# Environmental Stewardship

We aim to reduce our carbon footprint through improvements in how we supply, design, build, and maintain our restaurants. Through various initiatives, we lessen our environmental impact as we grow our brands:

- **Energy Savings and LED Lighting:** Reducing our energy usage via Energy Star-rated equipment and energy-efficient lighting
- **Reclaiming Manufactured Products:** Utilizing recycled and renewable building materials that are GREENGUARD Certified to reduce fumes
- **Reduce Volatile Organic Compounds (VOC) Products:** Meeting strict chemical emission limits with zero-low VOC items
- **Water Usage Reduction:** Embracing high efficiency water reduction systems

## LED LIGHTING INITIATIVE

As of August 2021, Applebee's new building design prototypes and current IHOP lighting specifications call for using 100% LED lighting fixtures, resulting in an estimated annual energy savings of 79%. Also, LED fixtures' lifespan is 10-15 times greater than incandescent fixtures, so we can replace three incandescent bulbs with one LED bulb, producing less waste over the operational life cycle. For example, in our largest IHOP design, the annual reduction in energy is nearly 83,475 kilowatts per restaurant.

Currently, we use LED lighting in 100% of our illuminated signage.



## ENERGY EFFICIENCY AND NO-VOC PROGRESS

Energy Star®-Rated	Zero-Low VOC Products
<p>Since 2016, IHOP has used specific pieces of Energy Star-rated kitchen equipment. As of 2019, 65% of kitchen and building system equipment in new restaurant builds is Energy Star-rated.</p> <p>Since 2016, 27% of kitchen refrigeration and cooking equipment, as well as building system equipment, specified in Applebee's restaurant designs are Energy Star-rated.</p>	<p>As of 2020, low-VOC fiberglass reinforced plastic (FRP) is used for 86% of kitchen walls as specified in the largest IHOP design.</p>
<p>As of 2020, 40% of IHOP and 35% of Applebee's restaurants utilize Energy Star-rated kitchen equipment and building systems.</p>	

## ENERGY AND WATER USAGE\*



21.5

million kilowatts  
of energy usage

42.7

million gallons  
of water usage

The [environmental initiatives](#) we undertake at Dine Brands and at our IHOP and Applebee's restaurants involve reducing, recycling, and reusing.

**Dine Brands:** Our efforts include:

- Our Restaurant Support Center is housed in a LEED (Leadership in Energy and Environmental Design) Platinum Certified building.
- Our Restaurant Support Center also engaged in a variety of recycling efforts. In fact, we recycled over 7.25 metric tons of paper in 2020.
- At our company-owned restaurants, we recycled 37% of our waste during July-December 2020.

**Applebee's:** The advancements at Applebee's restaurants concentrate on architecture sustainability, including refurbishing furniture and using energy-and-water-saving devices.

**IHOP:** IHOP franchisees have implemented a number of environmental initiatives<sup>†</sup>, including:

- Water Sense flush valves on urinals, which save over 4,600 gallons per year over traditional 1.5 gallons per flush units per restaurant
- Very low-flow (VLF) fixtures
- Energy saving products, including:
  - » Devices that automatically turn off lights
  - » Heating, ventilation, and air conditioning controls that coordinate with kitchen equipment to maximize efficiency
- Other sustainable building materials, including flooring, wall tiles, ceiling tiles, paint, and roofing materials

WATER-EFFICIENT DIPPER WELLS<sup>§</sup>

17.9%

Use of ConserveWell® Dipper Wells



76.3%

Use of ConserveWell® Dipper Wells



\* Company-owned restaurants only.

<sup>†</sup> Not all IHOP restaurants implement all initiatives.

<sup>§</sup> As of Q1 2021, estimated savings of 774 million gallons of water annually.



# Minimizing Food and Packaging Waste

We joined two organizations to help guide us in our journey to minimize waste.



## Food Waste Reduction Alliance (FWRA):

As members of the cross-functional group made up of consumer, restaurant, and food associations, the FWRA is a coalition aimed at reducing food waste through diversion methods — including food donation, recycling, and improvements in internal operations — to reduce our environmental impact and decrease food insecurity.



## National Retail Federation (NRF) Sustainability Council:

As part of this council, we aim to learn and, per the NRF's site, "share best practices, spotlight key CSR, ESG, and sustainability issues, and identify specific opportunities to reduce business risk and costs, enhance brand value, increase customer and employee engagement, and create additional business value."

Additionally, we plan to reduce food waste in our company-owned restaurants over time by:

- Examining ways we can expand the specifications of produce used in our restaurants to reduce food waste
- Choosing suppliers of paper and plastic goods that share our commitment to sound environmental practices

## ELIMINATING EXPANDED POLYSTYRENE PACKAGING

We are working towards eliminating Expanded Polystyrene (EPS) packaging at our restaurants.

- **2020:** We removed 164.8 metric tons of EPS packaging products out of the restaurants.
- **2021:** We will have transitioned away from 680 metric tons of EPS clam shell containers, representing a reduction of 78% of EPS in the system to a recycled PET container. PET packaging is made of post-consumer recycled PET beverage bottles.
- **2024:** We plan to achieve our goal to be 100% polystyrene-free.



# Future Planet Reporting

In addition to reporting data on the relevant SASB's Restaurant standards, Dine Brands future ESG efforts regarding Planet will focus on the following UNSDGs:

## DINE BRANDS' FOCUS ALIGNED WITH ENVIRONMENTAL UNSDGs



**SDG #2:** Promote sustainable agriculture.

**Dine Focus:** Work with produce suppliers on sustainable farming

**SDG #12:** Ensure sustainable production and consumption patterns.

**Dine Focus:** Increase restaurant energy conservation (equipment/building material selection) and food waste management

**SDG #13:** Take urgent action to combat climate change and its impact.

**Dine Focus:** Engage our vendor partners and franchisees on ways they can reduce carbon emissions



**2021-2022 Plans:** Additionally, we will report on the progress of these plans not noted previously:

- Annual survey on suppliers' ongoing resource conservation efforts
- Remodels and new openings that will meet or exceed code requirements in sustainable building practices
- Continuation of ConserveWell® Dipper Well conversion
- Participation with to-go packaging supplier in a post-consumer use recycling project



## 06

## Food

**Serving Safe, Honest-  
to-Goodness Food**

**Concerning Ourselves  
with the Health and  
Welfare of Animals**





## Serving Safe, Honest-to-Goodness Food

Applebee's and IHOP commit to serving food people crave — whether it's comforting favorites or options for various dietary needs, Dine Brands' restaurants believe in presenting balanced choices and value for every budget. Beyond our popular and signature items, these menu choices and digital guides make choices easy for our guests' health and well-being:

- Menu-noted **gluten-friendly** and **gluten sensitive-items**
- [Applebee's](#) and [IHOP](#) **nutrition calculators** for every item on the menus to account for calories, fat, cholesterol, sodium, sugar, protein (calories are also listed on menus)
- [Applebee's](#) and [IHOP](#) **allergen menus** to help those with allergies to eggs, fish, gluten, milk, peanuts, shellfish, soy, tree nuts, and wheat avoid foods containing those ingredients

When it comes to food, safety is key — both food safety and the safety of our guests. With chicken, beef, pork, and other proteins included as offerings on our menu, we are sensitive to the welfare of animals providing these proteins. Dine Brands and our franchisees are subject to extensive federal, state, and local governmental regulations relating to food safety, as well as the inspection, preparation, and sale of food and alcoholic beverages.

Starting in March 2020, our brands' safety measures evolved to protect the health and safety of our team members and the public during the COVID-19 pandemic. These measures included instituting enhanced food preparation safety protocols based on CDC and FDA guidelines. Read more about our [COVID-19 measures regarding food](#), including dealing with supply chain disruptions.

## Animal Health and Welfare

We adopted an Animal Health and Welfare Policy rooted in sustainable progress and accountability. For us to achieve positive impacts in animal welfare, we are working on:

- **Consistently monitoring and assessing areas for continuous improvement** in animal health and welfare through all aspects of our supply chain
- **Creating and executing objective measurement systems** that are third-party verified
- **Collaborating with stakeholders** both inside and outside the industry
- **Supporting animal production practices that reduce, and, where possible, eliminate the need for antibiotic therapies** in food animals by adoption of best or new practices
- **Sourcing pork from U.S. suppliers using group housing systems** for our U.S. restaurants across both brands
- **Forming an Animal Health and Welfare Advisory Council in 2021** to include experts in the areas of livestock animal behavior, animal genetics, veterinary medicine, and farm animal production



## CAGE-FREE EGG SUPPLY BY 2025

In 2020, we committed to reach a 100% cage-free U.S. egg supply by the end of 2025. Moving toward our commitment, we aim to take these incremental steps:

- 20% cage-free by the end of 2022
- 33% by the end of 2023
- 66% by the end of 2024
- 100% by the end of 2025

Additionally, we are committed to being 100% cage-free in Latin countries in North America and South America by the end of 2025, dependent upon supplier availability and consumer affordability.

## ANIMALS RAISED WITHOUT THE USE OF MEDICALLY IMPORTANT ANTIBIOTICS\*\*

Beef  
**7%**

Sows (Pork)  
**22%**

Broilers (Chicken)  
**97%**

## HOUSING OF POULTRY AND PORK SUPPLIED TO DINE BRANDS†

Poultry Supply Raised Cage-Free  
**5.2%**

Pork Supply Raised Gestation Crate-Free  
**23%**

Pork Supply Sourced from Suppliers who Utilize Group Housing  
**40%**

\* Except for treatment of sick and injured animals or controlling an identified disease outbreak under veterinary supervision.

† As of August 1, 2020, based on supplier reported information.

## Future Reporting on Food



We plan to disclose data on topics set by SASB's Restaurants Standards, which call for quantitative data on food safety and nutritional content. We will also note the progress of our plans to create an Animal Health and Welfare Advisory Council, as well as source 100% of our U.S. egg supply from cage-free suppliers and pork from pigs bred using group housing.

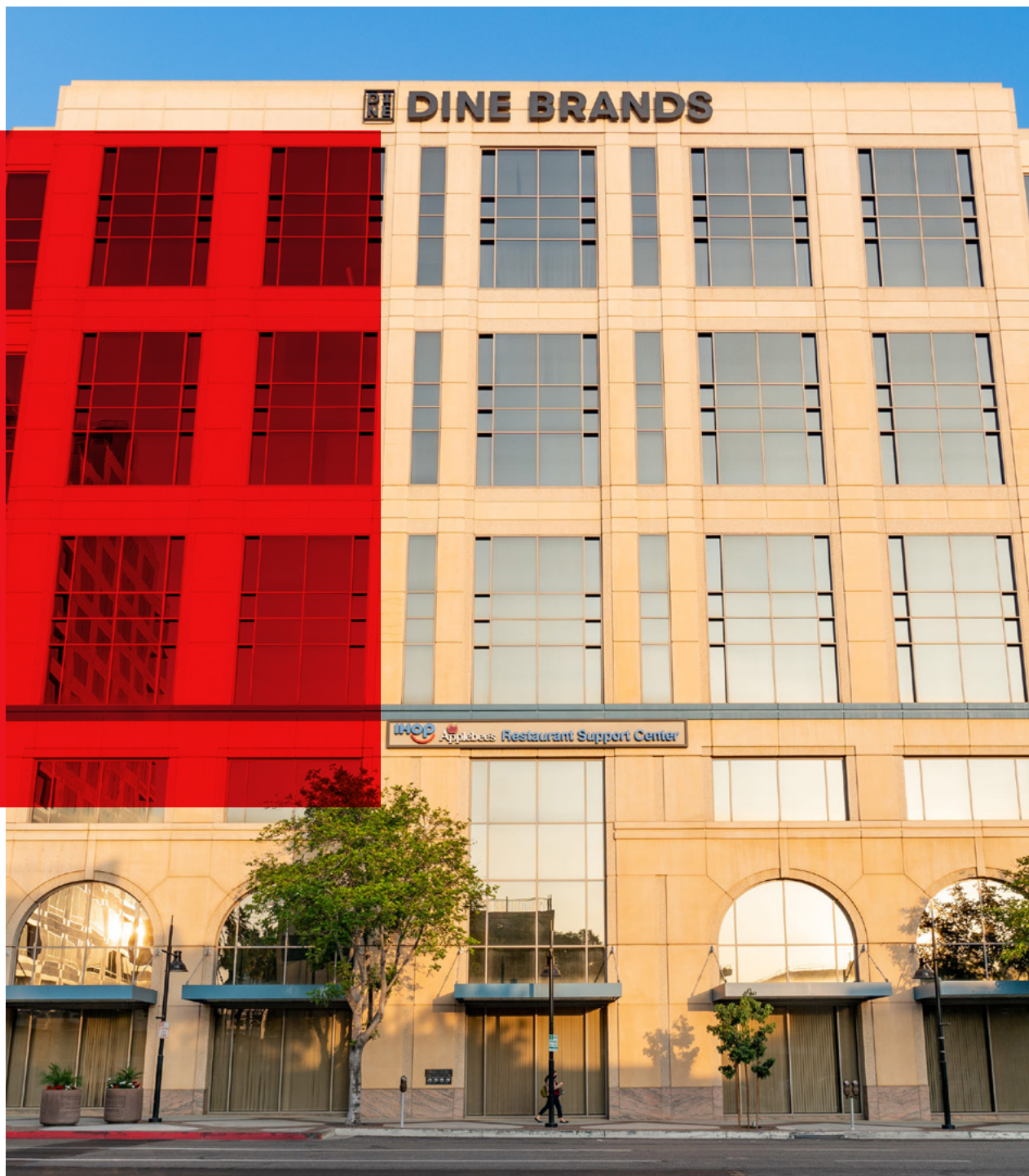


# 07

## Governance

**Being Transparent**

**Maintaining Board Oversight**







## Being Transparent

At Dine Brands, we value openness, authenticity, and curiosity. We also believe we can always learn something from anyone, anywhere.

Our goal in this report and future reports is to be transparent in relating what we are doing or plan to do. Being open about our food and ESG practices benefits our business, employees, franchisees, and communities. As we expand our business globally, our ESG policies will be a touchstone as we strive to make positive environmental and social impacts while increasing our value as a company.

To increase transparency, in future reports we plan to align our benchmarks and reporting standards with SASB and UNSDGs.

## Maintaining Board Oversight

Our Board of Directors reviews and oversees our ESG efforts, including those of our Management ESG Task Force. In particular, the Board's Nominating and Corporate Governance Committee is responsible for our actions related to:

- Corporate social responsibility
- Sustainability and philanthropy
- All other matters related to our participation as a global corporate citizen

Additionally, the Board's other committees oversee other policies and risk management tasks related to our company's sustainability. On our website, [learn more](#) about our corporate governance structure and meet our Board of Directors and Dine Brands' executive management.



# 08

## COVID-19

**Staying Safe,  
Protecting People**





During the past year and a half, our responsibility towards our communities took on special significance in light of the global COVID-19 pandemic. We salute frontline workers and those serving the public during the COVID-19 pandemic: healthcare professionals, emergency responders, educators, factory workers, and restaurant employees, including our own team members.

Though Applebee's and IHOP closed indoor dining starting in March 2020, we started to reinstate restricted dining inside restaurants as local and state mandates allowed in July 2020. To protect the health and safety of our team members and restaurant guests, we instituted new protocols following guidance by The Centers for Disease Control and Prevention (CDC) and complying with federal, state, and local mandates. These included:

- Reducing seating levels and installing dividers, where appropriate, to keep tables safely separated for proper social distancing
- Requiring team members to wear face coverings, and undergo daily wellness and temperature checks
- Asking our guests to wear face coverings when not eating or drinking
- Providing condiments in single-use containers, one-time-use paper menus, and digital options
- Making hand-sanitizer abundantly available
- Creating "parking lot patios" at some restaurants to ensure guests had outdoor dining options
- Increasing cleaning frequency throughout the restaurant





The pandemic challenged us to think differently. This led to innovations that have become permanent.



#### **Ramping up our convenient takeout and delivery services:**

As our restaurants closed for inside dining, these services became integral to our business. Today, Applebee's Carside To Go — established in 2004 — and IHOP 'N Go — new in 2020 — are popular options for ordering via online or mobile.



#### **Joining the Health Action Alliance:**

We united with other leading businesses in the fight against COVID-19.

#### **Establishing protocols that heightened our already rigorous cleaning, sanitizing, and disinfecting procedures:**

When we reopened our restaurants for indoor dining, we set up enhanced protocols, which are now standard practice. All restaurants use an advanced, EPA-registered cleaner sanitizer for food contact surfaces. Unlike harmful disinfectants, the cleaner sanitizer requires no rinse step on food contact surfaces and dining room tables, making cleaning and sanitizing procedures faster and safer.



#### **Broadening our supply base:**

During the early pandemic months, both brands streamlined their menus to increase efficiency and to reduce the impact of supply chain disruptions. As time went on, we maintained our guests' expectations with an expanded base of suppliers, adding an additional 102 (+32%) suppliers to our supply chain.



**Improving our customer experience and reducing COVID-19 concerns through dining with innovative technology use:** We invested in technology to provide contactless interactions, enabling seamless, customizable digital ordering and on-premises' digital menus and payments.



## ABOUT OUR ESG REPORT

This report outlines Dine Brands' ESG strategic framework and current progress in implementing that framework. In the coming months, Dine Brands will report on additional progress and metrics.

All data in this report is as of December 31, 2020, unless otherwise noted. The information and data on our ESG efforts come from Dine Brands and its subsidiaries. Historically, most of our independent franchisees have not tracked the metrics used in this report. Our goal is to ultimately reach 100% franchisee participation in our ESG reporting. Thus, the restaurant data referenced in the report are from company-owned restaurants, not from franchise restaurants, unless otherwise noted, and may not be representative of the independently owned franchise restaurants. References to "we," "our," or "us" in this report refer to Dine Brands and its subsidiaries (not franchisees) unless otherwise noted.

We calculate the data and data estimations we report based on currently accessible information. None of the data have been audited. Calculation methods may change in future reports.

Find our economic data and other relevant data in [Dine Brands 2020 Annual Report](#).



Dine Brands Global  
450 N. Brand Blvd., 7th Floor  
Glendale, CA 91203

[esg@dinebrands.com](mailto:esg@dinebrands.com)

866-995-DINE