

QUARTER TWO

Company Newsletter



FROM SONOMA

Welcome back to the quarterly newsletter! Here's what we've been up to over the past couple of months. Recently, our leaders gathered in Las Vegas for the 2022 DRG Leadership Summit to fuel collaboration across our markets and talk about the future of DRG. The overarching theme of the Summit was, "It's the right time to focus on the employee experience." We've experienced tremendous growth, including the addition of Angel City Bell, almost 1,500 new employees, over 90 restaurants and one new cantina in 2021 alone. Now more than ever, DRG is committed to making sure employees feel supported, have the right tools and resources to do their jobs, and feel excited to come to work.

One important milestone at the Summit was defining DRG. For the first time, we shared the DRG purpose statement and five core values that drive our business.

OUR PURPOSE

Positively impact the lives of our team and the communities in which we serve...

CORE VALUES

We Do the Right Thing: Take personal accountability & lead with integrity.

We Are Authentic: Be yourself & show you care.

We Are Innovators: Embrace change & challenge the status quo.

We Have Fun: Positive energy is contagious.

We Win Together: As ONE DRG.



The revival of the beloved Mexican Pizza brought unprecedented success. It started out with a great idea to bring it back, followed by an amazing marketing campaign led by Doja Cat.



In the first seven days, we sold 500,000 Mexican Pizzas, breaking sales records across DRG! There is no doubt in my mind, that the record-breaking sales across our restaurants were because of you!

Everywhere in Kansas City, Nevada, and California, our management teams were loading and delivering product. Our restaurant teams fried pizzas ahead of their shifts to keep up with demand. Team members responded and came in unscheduled to help with the customer and restaurant demands. General Managers across the country helped keep our restaurants open and operating at capacity!

I could not be more proud of how well our restaurants performed in this extremely intense and unusual environment. I know how difficult it was, and we learned a lot about ourselves and our teams. This experience will always be remembered as a time we won together as one DRG. Thank you and keep the momentum thriving!



In other food news, Arby's launched their first-ever burger! The limited-edition Arby's Wagyu Steakhouse Burger is a blend of American Wagyu and ground beef and redefines what's possible from a drive thru. So far, the launch is going extremely well.

I appreciate your continued commitment to delivering the best QSR burger.

SG ELLISON



Watch

**OUR SUMMIT VIDEO
AND CHECK OUT OUR
PHOTO GALLERY!**

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EMPLOYEE REFERRAL PROGRAM

What's better than working with a friend? Getting paid for it! Through our Employee Referral Program, you can earn up to \$750 when you refer a successful candidate. Connect with your field HR Representative to learn more.

OUR COMPANY, OUR IDEAS.

Take the DRG survey Our Company Our Ideas! We want to hear from you. Your voices and opinions matter to us and so we've created an ongoing anonymous survey where you can leave feedback and ideas to help make your experience and that of your teammates the best it can be.



SCAN THE QR
CODE TO TAKE
THE SURVEY NOW!

2022 DRG LEADERSHIP SUMMIT

At the Summit, we recognized many individuals that exemplify traits necessary to be a great DRG leader and those whose performance was outstanding last year. Congratulations to the 2021 Leadership Behavior Award winners and our "Of the Year" winners!



TOP PERFORMING GENERAL MANAGERS

Ramneet Kaur, No. California,
Restaurant #30791

Shelby Bowen, Kansas City,
Restaurant #36467

Darren Espy, Las Vegas,
Restaurant #32366

Victoria Serna, Las Vegas,
Restaurant #32366

Bernardo Loza, So. California,
Restaurant #39797

Rocio Banda, Las Vegas,
Restaurant #8855

TOP PERFORMING AREA COACHES

Laurent Moulin, No. California

Patrick O'Hare, Kansas City

Debbie King, Las Vegas

Letty Garcia, So. California

Noelle Spafford, Alaska

TOP PERFORMING DRG AC

James Aman, No. California

TOP PERFORMING DIRECTOR OF OPERATIONS

Rich Wierzbowski, Las Vegas

RESTAURANT SUPPORT SERVICES – MAKING A DIFFERENCE

Sarah Dalton, Las Vegas

GEORGE PSAROS – HELPING HANDS AWARD

Ken Parolini, Las Vegas

LEADERSHIP BEHAVIOR AWARD WINNERS

Culture Champion:

Sean McGuire, Kansas City

Isaiah Ritchie, Las Vegas

People Grower:

Erika Saucedo, Las Vegas

Geno Woolard, Las Vegas

Gursimran Ghuman, No. California

Problem Solver:

Chris Castellanos, No. California

Action Driver:

Layla Awo, Kansas City

Authentic Leader:

Laurent Moulin, No. California

Laura Fuentes, Las Vegas

Avid Learner:

D'Andre Baca, Kansas City

Steve Mizer, Las Vegas

Change Leader:

Dion McKinnon, Las Vegas



DRG Spotlight

Meet **Layla Awo!**

Layla is a DRG leader featured in this issue's **EMPLOYEE SPOTLIGHT!**

Layla was a junior in high school when she entered the restaurant business. She admits she had no intention of getting a job. But her brother saw a hiring sign when they were out to eat at a Taco Bell one day. Layla's brother went up to the hiring manager and said, "Hey, you can hire my sister so she will stop asking me for money." Layla filled out an application, started right away in August of 2002 and has gone on to spend 20 years with Taco Bell.

"We show the people that we care about them. We're a people company. I love that about us." —Layla Awo

Layla's career began as a Team Member. In less than a year, she was promoted to Shift Leader where she spent five years, then Assistant Manager for five years and General Manager for six years. During this time, Layla was working at Taco Bell in the evenings and going to school for nursing during the day. She eventually earned her associate degree and worked in a pediatrics office caring for young children. Layla realized nursing wasn't for her, but she still enjoyed helping kids and working with people. It became clear to her that she could do this working as a GM at Taco Bell. Layla says, "I love what I do, I do it for the difference that I make, I help grow kids' careers. I become like their mother to some of them."

After six years of being a GM, her DO said, "Layla, you're ready to be an AC." In 2019, Layla took on a set of her own stores in a struggling market. "It took a

minute to pull back from the GM role. I had to look at the bigger picture which was recruiting, interviewing and training," Layla says.

Layla loves her day to day. She has the No. 1 area in the city and wants to continue to kick butt! Layla recently won some awards at the Kansas City RGM awards night and the DRG Summit.

- **2021 Area Coach Top Sales Increase 13%**
- **2021 Area Coach Award Best Core Average 7.2**
(average for both food safety and ops)

"ACTION DRIVER"

Layla shares that she's here because she is always coaching and teaching her teams to do the right thing and builds good behaviors every day.

Layla was in stores, daily coaching her team, "Hey upsell a drink, let's work on the food." The food is the hero: presentation matters, the weight, the cut and, how it's folded. It's Layla's attention to detail that drives the success of her restaurants.

Her advice to other leaders, "I'd be lying to you if I said I took a market and turned it around in two months. While you must have patience to build your team, it's extremely rewarding once it all comes together. It takes time to build before you enjoy it. Also, you're nothing without a team. Connect and engage with your team so they wake up and say, "I work for Layla not Taco Bell." People connect with their leader vs. the brand.

Layla says DRG is unique because, "We show the people that we care about them. We're a people company. I love that about us."

HUMAN RESOURCES

BENEFITS + PROGRAMS



DRG Cares

At DRG, we're focused on making sure our team members feel supported

not only in our restaurants, but in their personal lives, too. That's why we created DRG Cares — a fund set up to assist team members in times of crisis or catastrophic circumstances.

Here's how it works:

1. If you experienced a catastrophic event, you can visit www.DRGCares.org and fill out an application to receive assistance.
2. A third party administrative committee reviews the application.
3. If approved, we'll begin the process to issue the funds.
4. DRG Cares flourishes from donations straight from team members like you. Simply visit www.DRGCares.org and make a donation. You can also contribute (i.e., pay it forward) by donating via payroll deduction. Remember, all donations are tax deductible. **If every employee donated just \$1 out of every paycheck, there would be more than \$200,000 in the fund to support our employees and various local charities.**



401(k) Program

Invest in Your Future Self!

As a way to help you save for retirement, we have a comprehensive 401k plan. If you're a full-time employee working at least 1,000 hours per year, have completed at least one (1) year of continuous service, and are 21 years old or older, you can contribute to this Safe Harbor plan.

THE BEST PART? We'll match your contribution dollar-for-dollar up to the first 3 percent of your salary. After that, we'll match 50 percent of your contribution on the next 2 percent you contribute. You also have the option to give part of your 401k contribution to DRG Cares.

Ginger

We offer Ginger, a mental health benefit, to all of our Assistant Managers and above, plus their dependents age 18+ at no cost, regardless of whether or not you're enrolled in DRG health benefits.

Ginger is an app that offers confidential, on-demand emotional and mental health support for your life challenges through coaching via text-based chats, self-care activities, and video-based therapy and psychiatry. We're currently offering Ginger to Assistant Managers and above as a test. We hope you find it useful so we can provide it to all team members in the future!

Complete these steps to chat with a Ginger coach:

1. Download the Ginger Emotional Support app.
2. Tap "My Organization" and enter your work email address.
3. Follow the instructions. You're all set!



BENEFIT UPDATES

FULL-TIME ASSISTANT, GENERAL MANAGER AND ABOVE: Benefits start the first of the month following 45 days of service.

TM & SHIFTS: Benefits start the first of the month following one year of service.

A FULL-TIME EMPLOYEE is any employee that works and averages 30 hours per week. Reach out to your HR or Benefits Department for additional information.

- To help you save, we reduced employee premiums (what you pay to maintain medical coverage) across the company.
- We enhanced the life insurance coverage (1x annual salary) for our Assistant Managers, General Managers, Area Coaches and office staff without any cost to you.
- DRG covers the cost of short-term disability insurance for all non-California full-time Assistant Managers and above.

Stay tuned for enrollment information in the coming months!

BENEFITS QUESTIONS?

Connect with our USI Insurance Services partners:

888-336-7463

brcca@usi.com



RECOGNITION

DRG SIGNATURE RESTAURANT RESULTS Q1

Signature Restaurants are the restaurants that deliver best-in-class service and have the people, unrivaled culture and fundamentals in place to serve delicious food from open to close! Below are the restaurants that met the signature restaurant metrics in Q1. Keep it up! If you're not on this list, there is plenty of time to hit the signature metrics.

HOW TO BECOME SIGNATURE:

- Top 20% of restaurants with the lowest Customer Dissatisfaction
- DT Speed 3:30 or less
- Pass 100% of CORE food safety audits
- Display positive year-over-year transaction growth
- 90% or more of restaurant staff are fully trained in their roles

GOLDEN BELL:

Achieve all of the above Signature Restaurant requirements and the top 100 General Managers and Area Coaches achieve Golden Bell status, which results in an invitation to the recognition event of the year most often held in Hawaii!

DRG SIGNATURE RESTAURANTS

30757	Hayward, CA	30799	Daly City, CA
30762	Brentwood, CA	30810	Tracy, CA
30766	Livermore, CA	31896	North Las Vegas, NV
30795	Hayward, CA	31897	Henderson, NV
30937	Pittsburg, CA	31915	Las Vegas, NV
30740	Santa Cruz, CA	32289	San Leandro, CA
30754	Pacifica, CA	34404	Overland Park, KS
30764	Freedom, CA	35243	Independence, MO
30787	Redwood City, CA	37328	Danville, CA
30788	Foster City, CA		

**Angel City Bell Signature Restaurant Status is not yet available due to delays in training certification data transition*

EMPLOYEES PROMOTED TO AMS AND GMS

ALASKA

Brian Porter, General Manager, 7032

N. CALIFORNIA

Sandra Rios, General Manager, 30753

S. CALIFORNIA

Michelle Luevano, General Manager, 39850

Emigdio Salgado Rios, General Manager, 39854

Maria Villegas, General Manager, 39858

KANSAS CITY

Tyler Carnell, Assistant Manager, 36456

Joshua Dallas, General Manager, 35234

Dominique Foster, Assistant Manager, 34405

Kendall Maddox, Assistant Manager, 34420

NEVADA

Olga Arroyo, Assistant Manager, 31880

Maribel Damian, General Manager, 31891

Brittany Jacomb, Assistant Manager, 38730

Maria Moreno, General Manager, 31871

Geovanna Roman, Assistant Manager, 36242

GIVING BACK

Did you know? Our CEO and founder David Grieve brought forth the initiative to implement Round Up across the Taco Bell brand. David and his wife, Kathleen, sit on the Taco Bell Foundation board and spearhead many fundraising activities aimed to support Taco Bell team members and their communities. In 2021, the Taco Bell Foundation raised **\$15 million** through Round Up to benefit local grants and Live Más Scholarships.

We're halfway through 2022 and have already raised over \$900,000. This means we're on track to reaching our goal of \$2 million!

HERE'S WHAT WE HOPE YOU'LL HELP US ACCOMPLISH IN 2022:

- Raise more than ever before by rounding up year-round
- \$7,000 per restaurant yearly goal, \$2 million across DRG!
- Four incentive periods throughout the year
- **NEW!** You can receive two CORE bonus points by asking customers to round up in the drive-thru



WELCOME THE 2022 CLASS OF LIVE MÁS SCHOLARS!

We are thrilled to share that eight DRG team members are the recipients of Live Más Scholarships this year! Together, our award winners received a collective amount of \$135,000! Take a look at the winners below. We're so excited for their futures.

Cecilia Galvez Zacatenco

Major: Humanities/
Social Science
Restaurant: #039799

Erik Harsh

Major: Psychology/
Sociology
Restaurant: #031869
Scholarship Amount:
\$25,000

Miana Martinez

Major: Education
Restaurant: #039790

Miriam Torres Sanchez

Major: Advocacy
& Human Rights
Restaurant: #039803
Scholarship Amount:
\$25,000
Renewal Recipient

Adriana Rocha

Major: Dentistry
Restaurant: #039790
Renewal Recipient

Anthony Mele

Major: Dentistry
Restaurant: #031891
Renewal Recipient

Edosasere Amayo

Major: Surgery
Restaurant: #035242
Renewal Recipient

Evan Mertz

Major: Business
Restaurant: #031916
Scholarship Amount:
\$5,000



The next opportunity to apply for a Live Más Scholarship is this Fall. In addition to the Taco Bell grants, DRG offers tuition reimbursement. See below for details!

TUITION REIMBURSEMENT



Education is important to us. In addition to various brand scholarships that our teams have access to, all DRG Shift Managers and above that are full-time employees for at least six months, can offset the cost of school through our company tuition assistance program. We offer up to \$4,500 of assistance per employee, per year. Here's our breakdown:

- **\$1,500 PER SEMESTER**
- **\$1,000 FOR SUMMER CLASSES**
- **UP TO \$500 FOR GED OR FOREIGN LANGUAGE CLASSES**



Drag Brunch at Las Vegas Cantina

The first stop on the National Taco Bell Drag Brunch Tour was our very own flagship cantina in Las Vegas! The brunch featured performances from local Drag Queen entertainers Kay Sedia; Coco Montrese, a final contestant on RuPaul's Drag Race show; Mirage Amuro; and Anetra. The tour continued on to Chicago, Nashville, Ft. Lauderdale, and New York before wrapping up in June.

NEW TACO BELL GO MOBILE LOCATION

It's official! We opened our NEW Go Mobile Taco Bell in Las Vegas. It's the FIRST of ANY Taco Bell that has a fully-dedicated mobile and delivery drive-thru lane. The latest restaurant concept for Taco Bell leans into drive-thru service, featuring two drive-thru lanes to accommodate digital pre-orders, third-party orders, and to-go orders. Delivery service drivers and customers ordering on the app love the ease of getting in and out.

Arby's Make a Difference Campaign

The results are in for the Spring 2022 Make a Difference Campaign and Arby's was fortunate to have raised just over \$2.8 million to help kids across America continue to Dream Big! DRG Meats had a 4th place finish in the bracket challenge for large franchisees (10+ stores).

General Manager Kris Siebert and team at store 7183 in Alaska had the most sales at \$4,799 and General Manager Gina Misner and team at store 6430 in Las Vegas had the highest percentage of sales at 3.71%...AMAZING! The funds raised by store 7183 resulted in ranking in the top 1% of Arby's locations systemwide.

Funds are raised by team members at the registers asking guests, "Would you like to donate a \$1 to Make A Difference for America's kids?"

Last Fall, DRG received \$15,900 of the Make a Difference funds to donate to charities of our choosing. Most recently, we handed out a \$10,000 check to Big Brothers Big Sisters of Southern Nevada! Other charities we donated to include BBBS of Alaska, Boys & Girls Club of the Kenai Peninsula and Junior Achievement of SN.



RESTAURANTS SLATED FOR THE REST OF THE YEAR

Arby's, 2105 Casey Road, Fallon, NV,
 Opening: 8/8/2022

Arby's, 3040 Mountain View Drive,
 Anchorage, AK, Opening: 8/22/2022

Arby's, 690 S NV Hwy 160, Pahrump, NV,
 Opening: 11/8/2022

Taco Bell, 9720 W Skye Canyon Park Dr,
 Las Vegas, NV, Opening: 7/8/2022

Taco Bell, 15224 NW Brink Meyer Road,
 Parkville, MO, Opening: 7/22/2022

Taco Bell, 34065 Commercial Dr., De
 Soto, KS, Opening: 10/16/2022

Taco Bell, 15881 Metcalf Ave, Overland
 Park, KS, Opening: 11/8/2022

Taco Bell, 7601 Metcalf Ave., Overland
 Park, KS, Opening: 12/8/2022



NEW TECHNOLOGY FOR A BRIGHTER FUTURE WORKDAY

Introducing our new human resources platform, Workday! Workday makes it easy to change personal info, check your benefits, request time off, submit expenses and generate reports. It houses all of your information in one place. Look for more information on Workday coming soon.

Watch
A SHORT VIDEO
ON WORKDAY



DRG UPGRADES WITH NEW HEADQUARTERS

We opened the new DRG Worldwide Restaurant Support Center in Las Vegas and it's spectacular! The DRG RSC supports our Taco Bell and Arby's operations in Los Angeles, Bay Area, Nevada, Kansas City, and Alaska. It features a training room to host leadership development classes, a state-of-the-art kitchen & dining room, multiple TV screens and a soda machine!

We've also added new talent at the RSC to better support you, including Mike Smith, Director of Maintenance for all DRG markets and Doug Koch, Maintenance Coach for Southern CA. Together, they will maximize the effectiveness of our maintenance teams and improve timely completion of all tasks. In addition, the payroll team recently added three payroll specialists, Jesse Farias, Miriam Torres, and Marilyn Pegross. Expanding the payroll team has allowed us to have a dedicated expert for each DRG entity dedicated to streamlining payroll processes so you can focus on building successful DRG markets.

- SUBMIT -
Content!



We're always looking for content to post on DRG's social media channels and the next newsletter! If you have insights, stories, pictures, or an employee for the next spotlight, share your ideas!

SIERRA BURK
Communications
& Media Manager:
sburk@drgfood.com



FOLLOW

OUR SOCIAL MEDIA PAGES:



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INSTAGRAM: TacoBell_Cantina_Events



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