

January XX, 2017

Members of the United States Senate:

On behalf of the undersigned members of the International Franchise Association, we strongly urge you to support President-elect Donald Trump's upcoming nomination of Andrew "Andy" Puzder, Chief Executive of CKE Restaurants, which owns Hardees', Carl's Jr., Green Burrito and Red Burrito restaurant brands a franchise system with 3,750 franchised or company-operated restaurants in 44 states and 40 foreign countries, and member of the IFA Board of Directors, to serve as Secretary of the U.S. Department of Labor.

Celebrating 56 years of excellence, education and advocacy, the International Franchise Association is the world's oldest and largest organization representing franchising worldwide. IFA works through its government relations and public policy, media relations and educational programs to protect, enhance and promote franchising and the more than 733,000 franchise establishments that support nearly 7.6 million direct jobs, \$674.3 billion of economic output for the U.S. economy and 2.5 percent of the Gross Domestic Product (GDP).

As CEO of a franchise company, with years of pertinent experience, Mr. Puzder would be an exceptional choice to lead the Labor Department, and we applaud President-elect Trump for recognizing Puzder's business experience and policy acumen on so many issues impacting employers and employees in today's economy.

Voters elected a job creator as President, and so it is only fitting that the Labor Department, the agency responsible for ensuring the nation's labor policy is properly balanced, should be led by someone with a proven record of accomplishment for creating jobs, growing a business, and opening a pathway for people to create a successful career and even business ownership through the franchise model.

Mr. Puzder has seen, firsthand, the impact of burdensome regulations, and he has seen both the negative impacts and unintended consequences they can have on employers and employees alike. Being a respected, proven leader in an industry that represents approximately ten percent of the workforce gives him a unique set of qualifications to serve in this position.

Puzder will be able to champion the franchise business model, which generates a higher percentage of new jobs in the economy than non-franchises, are a key part of the solution to wage growth and upward mobility that so many voters are looking for out of policymakers in Washington.

We believe that Mr. Puzder stands ready to promote and enact pro-growth policies that will benefit working Americans across the board. His confirmation as Secretary of Labor will help reinvigorate the direction of the department, as well as the spirit of America's business owners and workforce. He will be a stalwart champion for entrepreneurship and

promote regulatory responsibility within the highest ranks of our government to ensure the lasting and prosperous impact of our nation's labor force.