

Module: Introduction**Page: Introduction**

CC0.1**Introduction**

Please give a general description and introduction to your organization.

Yum! Brands, Inc., based in Louisville, Kentucky, has over 43,500 restaurants in more than 135 countries and territories and is one of the Aon Hewitt Top Companies for Leaders in North America. In 2017, Yum! Brands was named among the top 100 Best Corporate Citizens by Corporate Responsibility Magazine. The Company's restaurant brands – KFC, Pizza Hut and Taco Bell – are the global leaders of the chicken, pizza and Mexican-style food categories. Worldwide, the Yum! Brands system opens over six new restaurants per day on average, making it a leader in global retail development.

CC0.2**Reporting Year**

Please state the start and end date of the year for which you are reporting data.

The current reporting year is the latest/most recent 12-month period for which data is reported. Enter the dates of this year first.

We request data for more than one reporting period for some emission accounting questions. Please provide data for the three years prior to the current reporting year if you have not provided this information before, or if this is the first time you have answered a CDP information request. (This does not apply if you have been offered and selected the option of answering the shorter questionnaire). If you are going to provide additional years of data, please give the dates of those reporting periods here. Work backwards from the most recent reporting year.

Please enter dates in following format: day(DD)/month(MM)/year(YYYY) (i.e. 31/01/2001).

Enter Periods that will be disclosed

Fri 01 Jan 2016 - Sat 31 Dec 2016

CC0.3

Country list configuration

Please select the countries for which you will be supplying data. If you are responding to the Electric Utilities module, this selection will be carried forward to assist you in completing your response.

Select country
Australia
Brazil
Canada
China
France
Germany
India
Netherlands
Russia
South Africa
South Korea
Spain
Thailand
Turkey
United Kingdom
United States of America

CC0.4

Currency selection

Please select the currency in which you would like to submit your response. All financial information contained in the response should be in this currency.

USD(\$)

CC0.6

Modules

As part of the request for information on behalf of investors, companies in the electric utility sector, companies in the automobile and auto component manufacturing sector, companies in the oil and gas sector, companies in the information and communications technology sector (ICT) and companies in the food, beverage and tobacco sector (FBT) should complete supplementary questions in addition to the core questionnaire.

If you are in these sector groupings, the corresponding sector modules will not appear among the options of question CC0.6 but will automatically appear in the ORS navigation bar when you save this page. If you want to query your classification, please email respond@cdp.net.

If you have not been presented with a sector module that you consider would be appropriate for your company to answer, please select the module below in CC0.6.

Further Information

Module: Management

Page: CC1. Governance

CC1.1

Where is the highest level of direct responsibility for climate change within your organization?

Board or individual/sub-set of the Board or other committee appointed by the Board

CC1.1a

Please identify the position of the individual or name of the committee with this responsibility

The position with the highest level of direct responsibility for climate change within the company is our Chief Sustainability Officer. The Chief Sustainability Officer drives company strategy relating to climate change and is responsible for:

- Leveraging sustainability to promote business growth, drive brand equity and minimize business, social and financial risks of Yum! Brands' global business enterprise;
- Focusing on the scope of the business model for the entire business enterprise globally (Franchisee and Corporate);
- Ensuring Yum! Brands operates efficiently and sustainably to drive shareholder value and brand positioning.

The Board of Directors has ultimate responsibility for managing company risk. The Audit Committee of the Board of Directors has oversight over climate change issues to the extent they present a risk to the Company. As such, the Audit Committee is updated annually on the Company's environmental commitments and progress.

CC1.2

Do you provide incentives for the management of climate change issues, including the attainment of targets?

Yes

CC1.2a

Please provide further details on the incentives provided for the management of climate change issues

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Other C-Suite Officer	Monetary reward	Emissions reduction project Energy reduction project Energy reduction target Efficiency project Behavior change related indicator	Setting and achieving sustainability goals which reduce the Company's environmental footprint are primarily the responsibility of Yum! Brands' Chief Sustainability Officer and Global Sustainability Team.

Who is entitled to benefit from these incentives?	The type of incentives	Incentivized performance indicator	Comment
Environment/Sustainability managers	Monetary reward	Emissions reduction project Energy reduction project Energy reduction target Efficiency project Behavior change related indicator	Climate related goals are delegated to the appropriate business management units/divisions and teams within those business management units/divisions. Performance against these goals impact overall performance scores and compensation adjustments for the Global Sustainability Team and other employees who are accountable for our goals – Blueline certified new restaurants, reduced energy and water consumption, sustainable packaging and waste reduction – all of which help us reduce our emissions and impact around the world. As one example, members of our Global Sustainability Team were directly responsible for surpassing our energy reduction target to reduce energy consumption in Company-owned restaurants 15 percent by the end of 2015. The team’s performance against these targets were evaluated at a six-month progress review and an annual performance review. We continue to apply this approach to our ongoing efforts.
All employees	Recognition (non-monetary)	Emissions reduction project Energy reduction project Energy reduction target Efficiency project Behavior change related indicator	Achievements that drive business results, including those that reduce the Company’s environmental impacts, are recognized by non-monetary recognition awards. Recognition is an integral part of the Yum! Brands culture and everyone across the Company is encouraged to celebrate the achievements of others. All leaders in the Company have unique personal recognition awards, including our Chief Sustainability Officer’s “Positive Spark” award. This award has been presented to employees for their contributions toward our sustainability targets. For example, associates in China and France have received the “Positive Spark” award for sustainability initiatives such as LEED restaurant development.
All employees	Other non-monetary reward	Emissions reduction project Energy reduction project Energy reduction target Efficiency project Behavior change related indicator	Employees who contribute to the success of Yum! Brands are eligible for the “Achieving Breakthrough Results” award. This award involves recognition and a monetary award or equity grant for efforts that drive breakthrough results for the Company. It has been awarded to employees who are helping to achieve our sustainability targets through efforts such as our Corporate Social Responsibility Report and CDP responses.

Further Information

CC2.1

Please select the option that best describes your risk management procedures with regard to climate change risks and opportunities

Integrated into multi-disciplinary company wide risk management processes

CC2.1a

Please provide further details on your risk management procedures with regard to climate change risks and opportunities

Frequency of monitoring	To whom are results reported?	Geographical areas considered	How far into the future are risks considered?	Comment
Annually	Board or individual/sub-set of the Board or committee appointed by the Board	All countries where Yum! operates	> 6 years	We report annually on our sustainability goals and continue to evaluate commitments that are material to how we manage our environmental footprint as a global company.

CC2.1b

Please describe how your risk and opportunity identification processes are applied at both company and asset level

At the Company level, climate change initiatives are driven by the Sustainability team in collaboration with the Corporate Communications, Legal, Financial teams, and other functions as relevant. Together, we assess risks and opportunities that could significantly affect our business by reviewing potential factors such as changing government regulations and other opportunities for risk or cost aversion by sourcing information from key stakeholders including customers, governmental organizations, NGOs, media, peers and trade associations. Once an assessment is complete and we understand how it may impact our operations, working groups determine the magnitude and timelines for impact. The Company assesses alternatives and determines an appropriate next step and action plan. For example, we assess the impact of shortages or interruptions in the supply of food items and other supplies to our restaurants which could adversely affect the availability, quality and cost of items we buy and the operations of our restaurants.

At the asset level, risks are assessed which could have an impact on a region, country, or specific restaurants. Legislation can impact a specific restaurant in a given city, county or municipality, or a much larger scale of units. Financial impact could be minimal per restaurant per year or it could be significant based on the

requirements. For example, in our UK market the costs of complying with environmental regulations could be substantial, due to factors such as installing new equipment or paying additional taxes on incremental energy use. It is expected that non-commodity energy increased in the UK in 2017 will be 10%. Our Sustainability, Legal, Finance, Corporate Communications and Government Relations teams work closely with our impacted operators to assess risks and comply with new and/or changing legislation to determine opportunities related to efficiency in equipment, utility usage and procurement at our Company owned operations.

CC2.1c**How do you prioritize the risks and opportunities identified?**

Risks and opportunities are prioritized based on a number of factors that impact the business including, but not limited to, financial, operational and reputational factors. More specifically, we look at the size and scope of the impact and the number of business units/divisions impacted. In addition, we consider the length of the factors and assess whether the impact is a one-time occurrence or recurring in nature. We then make a determination of whether or not it is more effective in both the short and long-term to modify, adjust or alter our business strategy given the risks and opportunities.

CC2.1d

Please explain why you do not have a process in place for assessing and managing risks and opportunities from climate change, and whether you plan to introduce such a process in future

Main reason for not having a process	Do you plan to introduce a process?	Comment
--------------------------------------	-------------------------------------	---------

CC2.2**Is climate change integrated into your business strategy?**

Yes

CC2.2a

Please describe the process of how climate change is integrated into your business strategy and any outcomes of this process

Yum! Brands' business strategy is focused on building three global iconic brands that people trust and champion. In 2010, our business made the strategic decision to establish the Yum! Global Sustainability team with alignment from our then CEO and Chairman of the Board. In 2016, the importance of sustainability was further recognized within the Company. As part of our transformational reorganization designed to focus efforts enabling delivery of ongoing, long-term results, each of our three brands now have dedicated resources to further drive sustainability, including climate change. We acknowledge the global trend, as demonstrated by the Paris Agreement, and growing expectations from investors and consumers for businesses to address global climate change. Our Company is monitoring global efforts and will continue to work to reducing energy consumption well as to study additional appropriate measures to incorporate into future goals.

Our sustainability strategy is influenced by our belief that we have a responsibility to reduce our environmental impact and the resulting greenhouse gas emissions that contribute to climate change. We do so in order to build and maintain trust with our stakeholders, comply with the law, and realize cost savings accompanied with environmental efficiency projects. In 2016, we and our franchisees invested over 20 MM (USD) in innovative technologies for new building construction to reduce energy usage and our associated greenhouse gas emissions.

Our Chief Sustainability Officer is responsible for developing our sustainability strategy and its vision and goals in collaboration with our brands. Actionable plans are developed in partnership with brand leaders throughout the Company, including our CEO, for alignment and approval. Once approved, strategies and plans are cascaded by the brands to employees globally for market based implementation. The Yum! Global Sustainability Department, reporting to the Chief Sustainability Officer, is a key supportive mechanism for the research and development, as well as the cascading of restaurant ready approaches addressing sustainability including climate change. Our strategy has specific goals that include both short term and long term components.

- Annual updates of our global sustainability strategy led by the Chief Sustainability Officer.
- Continued development of the Global Sustainability Department with roles and responsibilities including those outlined in the first paragraph.
- Growth of sustainability resources in each of our brands
- Communication of our sustainability strategy across our system.
- Publicly disclosing short term sustainability targets and progress to date in our annual CSR report as follows:
 - Design and build 100 percent of our new global Company owned restaurants to be Blueline certified. At the conclusion of 2016, 62 percent of our new corporate restaurant construction reported integrating approaches and technologies into their development processes and specifications to deliver Blueline Certified buildings. Although short of our goal of 100 percent, we are pleased to reach this milestone and will continue to drive toward execution of the aspirational goal.
 - Reduce energy consumption in Company-owned restaurants by 15 percent by the end of 2015. The efforts of our teams around the world resulted in exceeding our 2015 energy reduction goal of 15 percent. The final calculation showed a combined savings of 17 percent, compared against our 2005 baseline. The accumulated impact of our efforts resulted in avoiding the release of 1.6 million tonnes of CO₂e. This is equivalent to the annual output from 300,000 homes. As our Company has been undergoing restructuring and review of long-term goals, a short term goal has been set to continue on the current trajectory and target a 22% energy reduction from our 2005 baseline by the end of 2017. To be consistent with past reporting and to take a system approach, China savings have been included. As of the end of 2016, we have achieved a combined savings of 20 percent. We are using forward-looking scenario analyses to determine the path forward.
- Reduce water consumption in Company-owned restaurants by 10 percent by the end of 2015. During the course of our decade long journey to reduce water consumption, we have implemented projects that saved over 800 million gallons of water across the globe. We are pleased that we have made a positive impact, but acknowledge that we have more work to do to reach our 10 percent total reduction target as we currently stand at 62 percent of our aspirational goal. As our Company has been undergoing restructuring, a short term objective has been set to continue on the current trajectory and work toward getting closer to meet the current conservation goal. To be consistent with past reporting and to take a system approach, China savings have been included. Our approach to the important global issue of water will be updated in 2017 as we continue to transform our business.

Our sustainability strategy is essential to the success of our long-term business growth strategy to build three global iconic brands people trust and champion. Our

commitment to a process of continual improvement in all that we do, including efforts to reduce our impact on the environment, gives us a strategic advantage over our competitors. We continually seek means of addressing margin improvement and the wishes of customers who desire to enjoy our products while minimizing the impact on the climate. For these reasons, Yum! Brands has made substantial business investments supporting this commitment.

The most important components of the long term strategy that have been influenced by climate change are:

- Continued investment in research and innovation for new Green Restaurants across our system to further drive our goals of reductions in energy, water and greenhouse gas emissions.
- Continuation and development of longer term actionable goals to reduce the environmental impact of our restaurants that contribute to climate change, such as:
- Source 100 percent of our palm oil used for cooking from responsible and sustainable sources by the end of 2017.
- Purchase 100 percent of our paper-based packaging with fiber from responsibly managed forests and recycled sources by the end of 2020.
- Divert 50 percent of back-of-house operational waste generated by our restaurants in the United States by the end of 2020. Together these measures are having a positive impact on reducing our carbon footprint, as well as other sustainability metrics.

CC2.2b

Please explain why climate change is not integrated into your business strategy

CC2.2c

Does your company use an internal price on carbon?

No, and we currently don't anticipate doing so in the next 2 years

CC2.2d

Please provide details and examples of how your company uses an internal price on carbon

CC2.3

Do you engage in activities that could either directly or indirectly influence public policy on climate change through any of the following? (tick all that apply)

- Direct engagement with policy makers
- Trade associations
- Other

CC2.3a

On what issues have you been engaging directly with policy makers?

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
Energy efficiency	Support	Our Government Relations team routinely interfaces with state and local stakeholders, trade associations and other industry partners regarding public policy issues that are environmental in nature, including energy efficiency. We are a partner of U.S. Department of Energy's (DOE) Better Building Alliance (BBA) and actively promote continued funding of our national labs to conduct research to develop innovative, cost effective solutions to reduce energy usage in our buildings.	As requested by the leadership of the DOE, we have solicited our congressional leaders to include funding for the BBA in the annual DOE budget.
Other: Food Donation	Support	Our food donation program, Harvest, is focused on donating wholesome, surplus food from our restaurants to local food agencies, which diverts food waste from our restaurants and landfills. To encourage food donation programs like Harvest, we engage with policy makers at the local, state and federal level, in addition to trade associations and other industry partners to enact policy that not only addresses food insecurity, but also supports a sustainable environment. Prepared food donation programs are EPA-verified as reducing Greenhouse Gas Emissions (GHG) from landfills and waste combustion. For every 5,100 pounds of prepared food product donated, 5 tonnes of GHG emissions are saved from the atmosphere, equal to one passenger vehicle.	In 2015, legislation providing a permanent food donation tax deduction was passed at the federal level and similar legislation has been proposed in Kentucky, Massachusetts, Minnesota, New Jersey, New York, Ohio and Pennsylvania. The enactment of a restaurant charitable food donation tax credit helps address food insecurity, assists in moving towards a more sustainable environment and streamlines small business restaurant operations. Yum! Brands is also seeking ways to expand the Harvest program overseas. For example, in 2016 our Government Relations team, in conjunction with our global consultants and trade association partners, undertook education efforts in both Spain and Italy to raise awareness for the Harvest program. The efforts highlighted both the economic and environmental opportunities the program provides and potential legislative changes required for wide-scale implementation. To date, the Spanish Parliament has been especially receptive to the program, viewing it as a means to both reduce hunger and cut

Focus of legislation	Corporate Position	Details of engagement	Proposed legislative solution
			back on food waste. Our hope is to broaden the work out across the EU in upcoming years.

CC2.3b

Are you on the Board of any trade associations or provide funding beyond membership?

Yes

CC2.3c

Please enter the details of those trade associations that are likely to take a position on climate change legislation

Trade association	Is your position on climate change consistent with theirs?	Please explain the trade association's position	How have you, or are you attempting to, influence the position?
National Restaurant Association (NRA)	Consistent	The NRA is committed to educating their members about environmental sustainability in the restaurant business and including how to minimize food waste. That's why they have taken a leadership role, in partnership with the Food Waste Reduction Alliance, Grocery Manufacturers Association and the Food Marketing Institute, to reduce food waste in our industry. One of the main objectives of the group is to recycle unused food waste by diverting it from landfills.	We partner closely with the NRA to encourage more food donation. Specifically, the NRA succeeded in getting Congress and the White House to encourage more food donation by permanently extending the enhanced tax deduction for food donations to smaller corporations. Additionally, we partner with state and local restaurant associations to explore how the federal tax credit can apply at the state level.

CC2.3d

Do you publicly disclose a list of all the research organizations that you fund?

CC2.3e

Please provide details of the other engagement activities that you undertake

We communicate with the United States Department of Energy through the Better Building Alliance via conferences and seminars on ways to measure energy consumption and reduce the use of energy by retail businesses. In particular, among other topics we discuss are issues related to sustainable, recyclable or decreased takeout food packaging. Overall, we encourage public policy that addresses climate change in a way that recognizes the real economic and operational challenges faced by our business.

Yum! Brands has been a member of the U.S. Green Building Council since 2008 and supports their mission to transform the design and construction industry to provide for a greener future. Our support includes participation in ongoing continuous improvement efforts in support of the LEED rating system through participation in the LEED User Group-Retail and LEED Pilot Committee.

We are also engaged in creating connecting and convening businesses, non-profits, government agencies and individuals in our corporate home-town of Louisville, Kentucky where actively support the efforts of the Louisville Sustainability Council. The efforts of this organization along with Metro Louisville, enabled the city to be recognized for its four-star sustainability efforts, including on climate change action, by Star Communities.

CC2.3f

What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Our strategy is influenced by our belief that we have a responsibility to reduce our environmental impact and the resulting greenhouse gas emissions that contribute to climate change, and we recognize that direct engagement with policy makers has the potential to drive changes in legislation that will support our efforts along this journey. To ensure that any activities which may influence policy (direct or indirect) are consistent with our overall environmental sustainability strategy, the Yum! Brands Government Relations team works routinely with our Chief Sustainability Officer and the Global Sustainability team, including through quarterly meetings. Together, they ensure we advocate for solutions that are consistent with our team's core targets, which are focused on Blueline certified restaurants, reduced energy and water consumption, sustainable packaging and waste recovery. Our Government Relations team also regularly updates our Global Sustainability team regarding public policy developments to gain alignment around our perspectives on these proposals.

CC2.3g

Please explain why you do not engage with policy makers

Further Information

Page: CC3. Targets and Initiatives

CC3.1

Did you have an emissions reduction or renewable energy consumption or production target that was active (ongoing or reached completion) in the reporting year?

Absolute target

CC3.1a

Please provide details of your absolute target

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions covered by target (metric tonnes CO2e)	Target year	Is this a science-based target?	Comment
Abs1	Scope 1+2 (location-based)	100%	22%	2005	1943203	2017	No, but we anticipate setting one in the next 2 years	Our emissions reduction target was to reduce energy usage in our Company-owned restaurants by 15 percent by the end of 2015 using 2005 as our baseline year. As our Company has been undergoing a restructuring, a short term objective was set to continue on the current trajectory and achieve a 22% reduction by the end of 2017. To be consistent with past reporting and to take a system approach, China savings have been included. We continue to evaluate our energy reduction efforts, assessing whether and how a science-based target would

ID	Scope	% of emissions in scope	% reduction from base year	Base year	Base year emissions covered by target (metric tonnes CO2e)	Target year	Is this a science-based target?	Comment
								work with our business strategy. Energy conservation projects have been implemented since 2006 to work toward achieving our goal and are detailed in question CC3.3b.

CC3.1b

Please provide details of your intensity target

ID	Scope	% of emissions in scope	% reduction from base year	Metric	Base year	Normalized base year emissions covered by target	Target year	Is this a science-based target?	Comment

CC3.1c

Please also indicate what change in absolute emissions this intensity target reflects

ID	Direction of change anticipated in absolute Scope 1+2 emissions at target completion?	% change anticipated in absolute Scope 1+2 emissions	Direction of change anticipated in absolute Scope 3 emissions at target completion?	% change anticipated in absolute Scope 3 emissions	Comment

CC3.1d

Please provide details of your renewable energy consumption and/or production target

ID	Energy types covered by target	Base year	Base year energy for energy type covered (MWh)	% renewable energy in base year	Target year	% renewable energy in target year	Comment

CC3.1e

For all of your targets, please provide details on the progress made in the reporting year

ID	% complete (time)	% complete (emissions or renewable energy)	Comment
Abs1	90%	91%	We were pleased to report that the efforts of our teams around the world resulted in exceeding our 2015 energy reduction goal of 15 percent. The final calculation showed a combined savings of 17 percent, compared against our 2005 baseline. As our Company has been undergoing restructuring, a short term objective was set to continue on the current trajectory and achieve a 22% reduction by the end of 2017. To be consistent with past reporting, China savings have been included. The accumulated impact of our efforts resulted in avoiding the release of 2.1 million tonnes of CO2.

CC3.1f

Please explain (i) why you do not have a target; and (ii) forecast how your emissions will change over the next five years

CC3.2

Do you classify any of your existing goods and/or services as low carbon products or do they enable a third party to avoid GHG emissions?

No

CC3.2a

Please provide details of your products and/or services that you classify as low carbon products or that enable a third party to avoid GHG emissions

Level of aggregation	Description of product/Group of products	Are you reporting low carbon product/s or avoided emissions?	Taxonomy, project or methodology used to classify product/s as low carbon or to calculate avoided emissions	% revenue from low carbon product/s in the reporting year	% R&D in low carbon product/s in the reporting year	Comment

CC3.3

Did you have emissions reduction initiatives that were active within the reporting year (this can include those in the planning and/or implementation phases)

Yes

CC3.3a

Please identify the total number of projects at each stage of development, and for those in the implementation stages, the estimated CO2e savings

Stage of development	Number of projects	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	0	0
To be implemented*	0	0
Implementation commenced*	0	0
Implemented*	3361	80709
Not to be implemented	0	0

CC3.3b

For those initiatives implemented in the reporting year, please provide details in the table below

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Energy efficiency: Building services	New Construction: Using our global green building program, called BlueLine, technologies and practices that reduce energy consumption and greenhouse gas emissions	36367	Scope 1 Scope 2 (location-based) Scope 3	Voluntary	9982000	13104000	1-3 years	6-10 years	Our goal is to have all new equity restaurants participate in the project. We are on a journey to improve performance over time. Markets reported and 62%

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	from design and construction or new restaurants are being used globally. With our system opening six buildings a day, designing and constructing these buildings is a focus of reducing our environmental impact. Blueline includes energy reducing technologies in areas including high-efficiency HVAC, optimized hoods, interior lighting, parking lot lighting, signage lighting, hot water generation, cooking equipment as well as key construction practices such as HVAC commissioning.								compliance with the program in 2016 for equity construction. Franchisees are encourage to participate and their results are included in this effort. As a result of China's participation, 25% of our 2016 franchise construction reported using the standard.
Low carbon energy installation	New Construction- KFC Australia: Installation of PV array to generate power for the restaurant.	32.3	Scope 2 (location-based)	Voluntary	6300	28000	4-10 years	16-20 years	No comment
Energy efficiency: Building services	Existing Restaurants- KFC Australia: Installation of on demand extraction at hoods.	19.5	Scope 1 Scope 2 (location-based)	Voluntary	4000	11000	1-3 years	6-10 years	No comment
Energy efficiency:	Existing Restaurants-KFC Netherlands: Installation of	301.6	Scope 1 Scope 2	Voluntary	118300	130000	1-3 years	6-10 years	No comment

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
Building services	energy conservation measures including measures such as LED lighting, system controls, and hoods.		(location-based)						
Energy efficiency: Building services	Existing Restaurants-KFC United Kingdom: installation of energy conservation measures including measures such as improved compressors, LED lighting and refrigeration	258.3	Scope 1 Scope 2 (location-based)	Voluntary	72700	187000	1-3 years	6-10 years	No comment
Energy efficiency: Building services	Existing Restaurants-KFC India: Installation of electricity and gas management system	940.8	Scope 1 Scope 2 (location-based)	Voluntary	187000	0	<1 year	Ongoing	Upgrading of management system in restaurants did not require CAPEX
Energy efficiency: Building services	Existing Restaurants-KFC South Africa: Implementation of LED interior lighting, and improved HVAC	488.1	Scope 2 (location-based)	Voluntary	51000	183000	1-3 years	6-10 years	No comment
Energy efficiency: Building services	Existing Restaurants-KFC United States: Implementation of high efficiency HVAC	403	Scope 1 Scope 2 (location-based)	Voluntary	82300	278000	1-3 years	6-10 years	No comment
Energy efficiency: Building services	Existing Restaurants-Pizza Hut-United States: Implementation of high efficiency HVAC, improved	832.4	Scope 2 (location-based)	Voluntary	159000	93000	<1 year	6-10 years	No comment

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	HVAC controls and higher efficiency ovens								
Energy efficiency: Building services	Existing Restaurants-Taco Bell United States: Implementation of high efficiency HVAC	645.1	Scope 1	Voluntary	133000	360000	1-3 years	6-10 years	No comment
Energy efficiency: Building services	Existing Restaurants-KFC China: Installation of energy conservation measures including measures such as ice machines, compressors, HVAC systems and kitchen equipment	19261.4	Scope 2 (location-based)	Voluntary	4267000	5684000	1-3 years	6-10 years	No comment
Energy efficiency: Building services	Existing Restaurants-Pizza Hut China: Installation of energy conservation measures including measures such as ice machines, compressors, HVAC systems and kitchen equipment	2198.0	Scope 2 (location-based)	Voluntary	722000	1213000	1-3 years	6-10 years	No comment
Low carbon energy purchase	Purchase of RECs	485	Scope 1 Scope 2 (location-based)	Voluntary	0	4000	<1 year	<1 year	No comment
Waste recovery	Our food donation program in the US, Harvest, is focused on donating wholesome, surplus food from our restaurants to local	13212	Scope 3	Voluntary	0	0	<1 year	Ongoing	Emissions reduction calculated used EPA Waste Reduction Model (WARM) spreadsheet.

Activity type	Description of activity	Estimated annual CO2e savings (metric tonnes CO2e)	Scope	Voluntary/ Mandatory	Annual monetary savings (unit currency - as specified in CC0.4)	Investment required (unit currency - as specified in CC0.4)	Payback period	Estimated lifetime of the initiative	Comment
	food agencies, which diverts food waste from our restaurants and landfills.								
Waste recovery	Our food donation program, in the outside of the US is its early formational stage but like in the US, it is focused on donating wholesome, surplus food from our restaurants to local food agencies, which diverts food waste from our restaurants and landfills.	161	Scope 3	Voluntary	0	0	<1 year	Ongoing	Emissions reduction calculated used EPA Waste Reduction Model (WARM) spreadsheet.

CC3.3c

What methods do you use to drive investment in emissions reduction activities?

Method	Comment
Financial optimization calculations	No comment

CC3.3d

If you do not have any emissions reduction initiatives, please explain why not

Further Information

Page: CC4. Communication

CC4.1

Have you published information about your organization’s response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s)

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Complete	Entire Page	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Energy and Water Efficiency – Yum! Brands.pdf	Yum! Brands corporate website - Responsibility - Energy and Water Efficiency http://www.yum.com/responsibility/environmental/energy-water-efficiency/
In voluntary communications	Complete	Entire Page	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Waste Recovery and Recycling – Yum! Brands.pdf	Yum! Brands corporate website - Responsibility - Waste Recovery and Recycling http://www.yum.com/responsibility/environmental/waste-recovery-recycling/
In voluntary communications	Complete	Entire Page	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Paper Based Packaging – Yum! Brands.pdf	Yum! Brands corporate website - Responsibility - Paper Based Packaging http://www.yum.com/responsibility/environmental/paper-based-packaging/
In voluntary communications	Complete	Entire Page	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Green Buildings – Yum! Brands.pdf	Yum! Brands corporate website - Responsibility - Green Buildings http://www.yum.com/responsibility/environmental/green-buildings/
In voluntary communications	Complete	Entire Page	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Harvest Food Donation-Methane Release Avoidance – Yum! Brands.pdf	Yum! Brands corporate website - Responsibility - Harvest Food Donation-Methane Release avoidance http://www.yum.com/responsibility/community/harvest-food-donation/

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Complete	Entire Page	Brands.pdf https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Annual Report (Greg Creed's Huge Heart Letter).pdf	CEO Letter for CSR Report - Annual Report (Greg Creed's Huge Heart Letter) http://www.yumcsr.com/pdf/yum-ceo-letter.pdf
In voluntary communications	Complete	Entire Page	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Yum Corporate Website – Yum! Brands.pdf	CEO Letter for CSR Report - Yum Corporate Website http://www.yum.com/press-releases/yum-brands-2015-csr-report-showcases-efforts-feed-world-good/
In voluntary communications	Complete	Page 2	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/GRI Content Index.pdf	GRI Content Index http://www.yumcsr.com/pdf/GRI-report-2016.pdf
In voluntary communications	Complete	Page 2	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Performance Summary.pdf	Performance Summary http://www.yumcsr.com/pdf/CSR_PerformanceSummary_15.pdf
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Our Goals-CSR Report.pdf	Our Goals-CSR Report http://www.yumcsr.com/environment/commitments.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Green Buildings-CSR Report.pdf	Green Buildings-CSR Report http://www.yumcsr.com/environment/green-building.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Energy Efficiency-CSR Report.pdf	Energy Efficiency-CSR Report http://www.yumcsr.com/environment/energy-efficiency.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Water Conservation-CSR Report.pdf	Water Conservation-CSR Report http://www.yumcsr.com/environment/water-conservation.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Palm Oil-CSR	Palm Oil-CSR Report http://www.yumcsr.com/environment/palm-oil.asp

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Complete	Whole Document	Report.pdf https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Paper Based Packaging-CSR Report.pdf	Paper Based Packaging-CSR Report http://www.yumcsr.com/environment/sustainable-packaging.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Waste Reduction-CSR Report.pdf	Waste Reduction-CSR Report http://www.yumcsr.com/environment/waste-recovery.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Environmental Policies-CSR Report.pdf	Environmental Policies-CSR Report http://www.yumcsr.com/environment/environment-policies.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/CDP-Recognition-CSR Report.pdf	CDP-Recognition-CSR Report http://www.yumcsr.com/environment/recognition-rankings.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Carbon Trust-CSR Report.pdf	Carbon Trust-CSR Report http://www.yumcsr.com/environment/recognition-rankings.asp
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Newsweek Green 2016 rankings- CSR Report.pdf	Newsweek Green 2016 rankings- CSR Report http://www.yumcsr.com/environment/recognition-rankings.asp
In voluntary communications	Complete	Listed Under Yum	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Newsweek 2016 Green rankings.pdf	Newsweek 2016 Green rankings http://www.newsweek.com/green-2016
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Building Know-How on Sustainability.pdf	Building Know-How on Sustainability https://3blmedia.com/News/Yum-Global-Sustainability-Team-Increases-Engagement-Build-Know-How
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC4.1/Building	Building Environmental Restaurants http://www.justmeans.com/blogs/building-environmental-restaurants-the-yum-brands-way

Publication	Status	Page/Section reference	Attach the document	Comment
In voluntary communications	Complete	Whole Document	Environmental Restaurants.pdf https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Triple Bottom Line Webcast.pdf	Triple Bottom Line Webcast http://www.triplepundit.com/2016/04/think-beyond-menu-help-planet/#
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Food Donations-Reducing Methane.pdf	Food Donations-Reducing Methane http://insiderlouisville.com/business/big-business/yum-brands-foundation-expands-food-donation-initiative-internationally/
In voluntary communications	Complete	Whole Document	https://www.cdp.net/sites/2017/17/20917/ClimateChange2017/SharedDocuments/Attachments/CC4.1/Appointment of Justin Skala.pdf	Appointment of Justin Skala http://www.yum.com/press-releases/yum-brands-appoints-justin-skala-board/

Further Information

Module: Risks and Opportunities

Page: CC5. Climate Change Risks

CC5.1

Have you identified any inherent climate change risks that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Risks driven by changes in regulation
- Risks driven by changes in physical climate parameters
- Risks driven by changes in other climate-related developments

CC5.1a

Please describe your inherent risks that are driven by changes in regulation

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Other regulatory drivers	Compliance with new or existing environmental laws and regulations could impact our operations if, for example, we are required to install new equipment or face additional taxes on energy use.	Increased operational cost	3 to 6 years	Direct	More likely than not	Low	Increased regulation could result in higher energy costs. This could either directly impact restaurants or be embedded in the supply chain. For example, since 2013, we have seen annual increases in our energy costs in the U.K. due to environmental regulation. This trend is expected to continue. Our equity stores in the U.K that have a half hourly metered consumption greater than 6,000 mWh per year meet the profile for the CRC Energy Efficiency Scheme. An example, from April 2015 to March 2016, our U.K. market paid \$1,040,335.98 USD.	We have dedicated people resources focused on managing our carbon reduction efforts that include a Global Sustainability team and a Government Relations team, as well as brand and market teams. We routinely work with key stakeholders to mitigate impacts that could be created by current or expected regulations concerning climate change. For example, our Global Sustainability team developed a green restaurant design standard that has been implemented in the UK, reducing carbon emissions by over 20 percent and resulted in a reduction in the	The cost of management is minimal and primarily driven by investing in education and training of key stakeholders, especially our employees, to adopt and implement our strategy to mitigate risk.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								carbon taxes paid.	
Uncertainty surrounding new regulation	Suppliers may be faced with increased cost resulting from the adoption of new environmental regulations. We support a global supply base with regulations that vary by jurisdiction. Due to this the risk is highly variable	Increased operational cost	>6 years	Indirect (Supply chain)	About as likely as not	Low	Increased operational cost. An example could be higher costs of packaging raw materials	Continue to monitor policy closely and its impact on our business, while continuing to manage sustainability impacts that are most material to our supply chain.	The cost of management is minimal and primarily driven by investing in education and training of key stakeholders, especially our employees, to adopt and implement our strategy to mitigate risk.

CC5.1b

Please describe your inherent risks that are driven by changes in physical climate parameters

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Change in precipitation extremes and droughts	Shortages or interruptions in the availability and delivery of food items and	Increased operational cost	>6 years	Indirect (Supply chain)	Unlikely	Low	This risk can impact the availability and price of our products that are	We work continually to maintain a diverse supply chain and positive relationships with	The cost of management is minimal and primarily driven by investing in

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>other supplies to our restaurants could increase costs or reduce revenues. Supply shortages or disruptions could be caused by inclement weather and natural disasters, among other factors.</p>						<p>contingent on stable precipitation patterns. For example, a significant amount of our \$6 billion a year spend in our U.S. supply chain is with food products. Impact of any event would be determined by geographical extent and severity of the drought. Our ability to source from a diversified supplier base helps to minimize potential impacts.</p>	<p>supply chain partners by proactively establishing mitigation practices that include menu management and portfolio diversification. This minimizes the impacts on any one part of a country or distribution system due to changes in physical climate parameters. We continually evaluate the impact climate change has on our business and understand that as a large food retailer, changes in precipitation extremes have the potential to influence the price, quality and supply of materials in targeted regions.</p>	<p>education and training of key stakeholders, especially our employees and supply chain partners, to adopt and implement our strategy to mitigate risk.</p>

CC5.1c

Please describe your inherent risks that are driven by changes in other climate-related developments

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	Our success depends substantially on our corporate reputation and the perception of our brands, which may be impacted by the ethical, social and environmental standards of our Company.	Reduced demand for goods/services	>6 years	Direct	Unlikely	Medium	The financial implications of a damaged reputation could negatively impact our market share, stock price and brand equity. For example, same-store sales for our China division declined 18% in the fourth quarter of 2014 following a supply chain issue in July of that year which adversely impacted our reputation with our customers.	We have dedicated resources including our Chief Sustainability Officer, Chief Communications Officer, and Vice President of Government Relations. Teams and brand/division teams, focused on building three iconic brands people trust and champion. To deliver this commitment to our consumers, our teams focus on developing great-tasting product options at affordable prices built on our rigorous quality and safety standards. We proactively communicate the Company position on being good corporate stewards through our annual CSR Report. For example, when launching we have held multiple Twitter Chats through a third party media company called Triple Pundit	The cost of management is minimal and primarily driven by investing in education and training of our key stakeholders, especially our employees and supply chain partners, to adopt and implement our strategy to mitigate risk.

Risk driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								to share our progress against key environmental goals to engaged stakeholders to demonstrate our commitment to transparency and maintaining a positive brand position.	

CC5.1d

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1e

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC5.1f

Please explain why you do not consider your company to be exposed to inherent risks driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Page: CC6. Climate Change Opportunities

CC6.1

Have you identified any inherent climate change opportunities that have the potential to generate a substantive change in your business operations, revenue or expenditure? Tick all that apply

- Opportunities driven by changes in regulation
- Opportunities driven by changes in physical climate parameters
- Opportunities driven by changes in other climate-related developments

CC6.1a

Please describe your inherent opportunities that are driven by changes in regulation

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Other regulatory drivers	As a growth company who has opened six buildings a day with our franchisees we understand the	Reduced operational costs	Up to 1 year	Direct	Very likely	Low-medium	It is expected that equity locations meet the Blueline standard for new construction.	We maintain a website for education, documentation of market approaches, project	Implementation is conducted by local development teams in conjunction with brand

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	<p>built environment has a climate change impact. We have designed and implemented an internal global program called Blueline that provides a framework for our system to build restaurants with reduced environmental impacts including focus on energy and water efficiency</p>						<p>Franchisees are invited and encouraged to participate in this voluntary program. Blueline financial savings is dependent on current market design, green approaches selected and local utility costs. It is expected, based on detailed study and test projects that between 10% and 30% utility savings will be realized per restaurant. In total, in 2016, it is estimated that the system will save about 10 MM dollars over the first year following construction of Blueline buildings.</p>	<p>checklists and auditing. Three levels of progressive attainment are possible in the system. We conduct periodic market review to access compliance and provide feedback. Brands and markets are responsible for execution of the standards. The foundation of this whole-building solution for new restaurants are third party systems such as LEED as well as detailed in-restaurant testing and sub-metering conducted throughout the world.</p>	<p>management with support from the Office of Global Sustainability. The costs associated with the implementation of these methods are the initial capital costs. In 2016, an estimated 13 MM dollars were invested in new green building development in our system throughout the world.</p>

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Product efficiency regulations and standards	Efficiency standards and regulations for equipment used in our existing restaurants enable Yum! Brands to take advantage of energy saving opportunities that may otherwise not exist. The establishment of product efficiency standards for equipment and products has incentivized the market to develop more efficient products and Yum! Brands has invested in these technologies to reduce energy costs and CO2e output.	Reduced operational costs	Up to 1 year	Direct	Likely	Low	Since 2006, Yum! Brands has been actively implementing energy conservation projects in existing buildings. Savings vary according to market and technology used. However, in 2016, we implemented technologies that are expected to save nearly 6 MM annually.	Yum! Brands employs sub-metering to identify the largest areas of opportunity in our restaurants. Once the areas of opportunity are identified, energy conservation measures are thoroughly researched and tested. Once these measures are validated, they are retrofitted into existing restaurants throughout the system by our markets where feasible. For example, since 2010 all Company owned Yum! Restaurants in the U.S. have installed new HVAC units which meet the energy efficiency requirements of	The costs associated with the implementation of these methods are the initial capital costs. In 2016, approximately 8 MM dollars were invested implementation of green technologies in existing restaurants. In addition, other approaches were done without added capital expense. An example of this was the energy management program that has been implemented in 92 restaurants in India.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								ASHRAE 90.1 – Energy Standard for Buildings which has been adopted as the green building standard in many cities in the U.S.	
Renewable energy regulation	Renewable energy projects, enabled by renewable energy regulations, may create opportunities that result in a cost savings for the company, reducing utility costs.	Reduced operational costs	3 to 6 years	Direct	Unlikely	Low-medium	Reduced operational costs	The exact financial implications are unknown, however, the ability to source energy from renewable sources may result in a positive financial return for Yum and its franchisees. We are currently testing solar energy at KFC Australia.	The costs associated with the implementation of these methods are the initial capital costs.

CC6.1b

Please describe your inherent opportunities that are driven by changes in physical climate parameters

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Induced changes in natural resources	With over 43,500 restaurants around the globe, we are committed to serving food our customers love without producing excessive waste. With the potential for there to be increasing changes in natural resources, we are focused on finding innovative ways to better manage our existing operations. An existing program that has opportunity for future growth is our Harvest Food Donation program, which donates wholesome, surplus food to local food agencies.	Reduced operational costs	Up to 1 year	Direct	Likely	Low	The financial implications allow our restaurants to manage margins more effectively and reduce food waste, all while providing meals to the hungry in their local communities. For example, Pizza Hut stores participating in our Harvest program in the United States receive up to \$2,800 tax break in 2016.	We continually evaluate the impact climate change has on our business and understand that as a large food retailer, changes in natural resources have the potential to influence the price, quality and supply of our products. That's why we work continually to raise awareness and increase adoption of key programs that allow our system to be more resourceful. For example, our Harvest program works to reduce food waste and margins alike. In 2016 US restaurants (equity and franchise) donated and over 6.2 million pounds of food to local charities. As a result, The equivalent of 13,200 metric tonnes of CO2	The cost of management is minimal and primarily driven by investing in education and training of our key stakeholders, especially our employees and food agency partners, to adopt and implement our strategy to take advantage of this opportunity.

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
								have avoided being released.	

CC6.1c

Please describe your inherent opportunities that are driven by changes in other climate-related developments

Opportunity driver	Description	Potential impact	Timeframe	Direct/ Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
Reputation	We understand that the issue of climate change is resulting in increased consumer expectations and changes in consumer purchasing decisions and habits. We recognize the opportunity to build our reputation as a good environmental steward through efforts like our sustainable	Increased demand for existing products/services	>6 years	Direct	Unlikely	Medium	The financial implications of an improved reputation could positively impact our market share, stock price and brand equity.	We have dedicated resources including our Chief Sustainability Officer, Chief Communications Officer and Vice President of Government Relations. Teams and brand and division teams working to build brands people trust and champion. Our cross functional team helps ensure that we continually drive awareness and engagement with key stakeholders	The cost of management is minimal and primarily driven by investing in education and training of key stakeholders, especially our employees and supply chain partners, to adopt and implement our strategy to take advantage of this opportunity.

Opportunity driver	Description	Potential impact	Timeframe	Direct/Indirect	Likelihood	Magnitude of impact	Estimated financial implications	Management method	Cost of management
	building standard Blueline.							that builds our brand reputation. For example, our sustainable green building standards program called Blueline helps us achieve our environmental goals of energy and water conservation and waste reduction in our stores. We work together to manage both successful adoption of the program and holistic communications on its progress/success through channels like our annual CSR report.	

CC6.1d

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in regulation that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1e

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in physical climate parameters that have the potential to generate a substantive change in your business operations, revenue or expenditure

CC6.1f

Please explain why you do not consider your company to be exposed to inherent opportunities driven by changes in other climate-related developments that have the potential to generate a substantive change in your business operations, revenue or expenditure

Further Information

Module: GHG Emissions Accounting, Energy and Fuel Use, and Trading

Page: CC7. Emissions Methodology

CC7.1

Please provide your base year and base year emissions (Scopes 1 and 2)

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 1	Sat 01 Jan 2005 - Sat 31 Dec 2005	275003
Scope 2 (location-based)	Sat 01 Jan 2005 - Sat 31 Dec 2005	1668200

Scope	Base year	Base year emissions (metric tonnes CO2e)
Scope 2 (market-based)	Sat 01 Jan 2005 - Sat 31 Dec 2005	1668200

CC7.2

Please give the name of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

Please select the published methodologies that you use
The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
Other

CC7.2a

If you have selected "Other" in CC7.2 please provide details of the standard, protocol or methodology you have used to collect activity data and calculate Scope 1 and Scope 2 emissions

WRI/WBCSD GHG Protocol

CC7.3

Please give the source for the global warming potentials you have used

Gas	Reference
CO2	IPCC Fifth Assessment Report (AR5 - 20 year)
CH4	IPCC Fifth Assessment Report (AR5 - 20 year)
N2O	IPCC Fifth Assessment Report (AR5 - 20 year)
HFCs	Other: GHG Protocol Calculating HFC and PFC Emissions from the Manufacturing, Servicing, and/or Disposal of Refrigeration and Air-Conditioning Equipment Calculation Worksheets (Version 1.0), which reference ASHRAE Standard 34

CC7.4

Please give the emissions factors you have applied and their origin; alternatively, please attach an Excel spreadsheet with this data at the bottom of this page

Fuel/Material/Energy	Emission Factor	Unit	Reference
Electricity			IEA CO2 Emissions from Fuel Combustion, OECD/IEA, Paris, 2016; US Environmental Protection Agency, 2015. "Emissions & Generation Integrated Database (eGRID) Tenth Edition with year 2012 Data Version 1.0
Natural gas			World Resources Institute (2015). GHG Protocol tool for stationary combustion. Version 4.1
Liquefied petroleum gas (LPG)			World Resources Institute (2015). GHG Protocol tool for stationary combustion. Version 4.1
Diesel/Gas oil			Federal Register (2009) EPA; 40 CFR Parts 86, 87, 89 et al; Mandatory Reporting of Greenhouse Gases; Final Rule, 30Oct09, 261 pp. Tables C-1 and C-2. Table of Final 2013 Revisions to the Greenhouse Gas Reporting Rule, September 24, 2013.
Jet gasoline			World Resources Institute (2015). GHG Protocol tool for transport. Version 2.6

Further Information

CC8.1

Please select the boundary you are using for your Scope 1 and 2 greenhouse gas inventory

Operational control

CC8.2

Please provide your gross global Scope 1 emissions figures in metric tonnes CO2e

133309

CC8.3

Please describe your approach to reporting Scope 2 emissions

Scope 2, location-based	Scope 2, market-based	Comment
We are reporting a Scope 2, location-based figure	We are reporting a Scope 2, market-based figure	Utilized residual mix emission factors for markets in Europe.

CC8.3a

Please provide your gross global Scope 2 emissions figures in metric tonnes CO2e

Scope 2, location-based	Scope 2, market-based (if applicable)	Comment
2029434	2040006	Utilized residual mix emission factors for markets in Europe.

CC8.4

Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

No

CC8.4a

Please provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure

Source	Relevance of Scope 1 emissions from this source	Relevance of location-based Scope 2 emissions from this source	Relevance of market-based Scope 2 emissions from this source (if applicable)	Explain why the source is excluded

CC8.5

Please estimate the level of uncertainty of the total gross global Scope 1 and 2 emissions figures that you have supplied and specify the sources of uncertainty in your data gathering, handling and calculations

Scope	Uncertainty range	Main sources of uncertainty	Please expand on the uncertainty in your data
Scope 1	More than 10% but less than or equal to 20%	Data Gaps Assumptions Metering/ Measurement Constraints	Much of the emissions data is input manually from invoices. Although there are checks in place to ensure the accuracy of this data, it is possible that some errors can occur due to data entry or timing of invoices.
Scope 2 (location-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/ Measurement Constraints	Much of the emissions data is input manually from invoices. Although there are checks in place to ensure the accuracy of this data, it is possible that some errors can occur due to data entry or timing of invoices.
Scope 2 (market-based)	More than 2% but less than or equal to 5%	Data Gaps Assumptions Metering/ Measurement Constraints	Much of the emissions data is input manually from invoices. Although there are checks in place to ensure the accuracy of this data, it is possible that some errors can occur due to data entry or timing of invoices.

CC8.6

Please indicate the verification/assurance status that applies to your reported Scope 1 emissions

Third party verification or assurance process in place

CC8.6a

Please provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/section reference	Relevant standard	Proportion of reported Scope 1 emissions verified (%)
Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC8.6a/F_692416_RESTRICTED_17_YUMBrandsInc_OR.PDF	Whole document	Other: Attestation standards established by AICPA: AT-C Sections 105 and 210 of the Clarified Attestation Standards, effective May 1, 2017 and Attest Engagements on Greenhouse Gas Emissions Information (SOP 13-1)	100

CC8.6b

Please provide further details of the regulatory regime to which you are complying that specifies the use of Continuous Emission Monitoring Systems (CEMS)

Regulation	% of emissions covered by the system	Compliance period	Evidence of submission
------------	--------------------------------------	-------------------	------------------------

CC8.7

Please indicate the verification/assurance status that applies to at least one of your reported Scope 2 emissions figures

Third party verification or assurance process in place

CC8.7a

Please provide further details of the verification/assurance undertaken for your location-based and/or market-based Scope 2 emissions, and attach the relevant statements

Location-based or market-based figure?	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
Location-based	Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC8.7a/F_692416_RESTRICTED_17_YUMBrand sInc_OR.PDF	Whole document	Other: Attestation standards established by AICPA: AT-C Sections	100

Location-based or market-based figure?	Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 2 emissions verified (%)
						105 and 210 of the Clarified Attestation Standards, effective May 1, 2017 and Attest Engagements on Greenhouse Gas Emissions Information (SOP 13-1)	

CC8.8

Please identify if any data points have been verified as part of the third party verification work undertaken, other than the verification of emissions figures reported in CC8.6, CC8.7 and CC14.2

Additional data points verified	Comment
No additional data verified	No comment

CC8.9

Are carbon dioxide emissions from biologically sequestered carbon relevant to your organization?

No

CC8.9a

Please provide the emissions from biologically sequestered carbon relevant to your organization in metric tonnes CO2

Further Information

Page: CC9. Scope 1 Emissions Breakdown - (1 Jan 2016 - 31 Dec 2016)

CC9.1

Do you have Scope 1 emissions sources in more than one country?

Yes

CC9.1a

Please break down your total gross global Scope 1 emissions by country/region

Country/Region	Scope 1 metric tonnes CO2e
----------------	----------------------------

Country/Region	Scope 1 metric tonnes CO2e
Australasia	1806
Brazil	177
Canada	153
China	19401
France	1325
Germany	1485
India	4156
Netherlands	821
Russia	4289
South Africa	447
South Korea	17
Spain	79
Thailand	27367
Turkey	2432
United Kingdom	6237
United States of America	63117

CC9.2

Please indicate which other Scope 1 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC9.2a

Please break down your total gross global Scope 1 emissions by business division

Business division	Scope 1 emissions (metric tonnes CO2e)
KFC	69792
Pizza Hut	29102
Taco Bell	34414

CC9.2b

Please break down your total gross global Scope 1 emissions by facility

Facility	Scope 1 emissions (metric tonnes CO2e)	Latitude	Longitude

CC9.2c

Please break down your total gross global Scope 1 emissions by GHG type

GHG type	Scope 1 emissions (metric tonnes CO2e)

CC9.2d

Please break down your total gross global Scope 1 emissions by activity

Activity	Scope 1 emissions (metric tonnes CO2e)
----------	--

Further Information

Page: CC10. Scope 2 Emissions Breakdown - (1 Jan 2016 - 31 Dec 2016)

CC10.1

Do you have Scope 2 emissions sources in more than one country?

Yes

CC10.1a

Please break down your total gross global Scope 2 emissions and energy consumption by country/region

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
Australia	38092	38092	51843	0
Brazil	357	357	2224	0
Canada	945	945	6505	0
China	1585489	1585489	2332357	0

Country/Region	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low carbon electricity, heat, steam or cooling accounted in market-based approach (MWh)
France	1063	972	26002	0
Germany	6157	9850	13001	0
India	22831	22831	28089	0
Netherlands	4047	4924	8565	0
Russia	21465	21465	56547	0
South Africa	36096	36096	35762	0
South Korea	141	141	274	0
Spain	521	896	2043	0
Thailand	28804	28804	54214	0
Turkey	20892	20892	41995	0
United Kingdom	33853	39571	81954	0
United States of America	228680	228680	419572	0

CC10.2

Please indicate which other Scope 2 emissions breakdowns you are able to provide (tick all that apply)

By business division

CC10.2a

Please break down your total gross global Scope 2 emissions by business division

Business division	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)
KFC	1442639	1452887
Pizza Hut	433305	433629
Taco Bell	153489	153489

CC10.2b

Please break down your total gross global Scope 2 emissions by facility

Facility	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)

CC10.2c

Please break down your total gross global Scope 2 emissions by activity

Activity	Scope 2, location-based (metric tonnes CO2e)	Scope 2, market-based (metric tonnes CO2e)

Further Information

CC11.1

What percentage of your total operational spend in the reporting year was on energy?

More than 5% but less than or equal to 10%

CC11.2

Please state how much heat, steam, and cooling in MWh your organization has purchased and consumed during the reporting year

Energy type	MWh
Heat	0
Steam	0
Cooling	0

CC11.3

Please state how much fuel in MWh your organization has consumed (for energy purposes) during the reporting year

476194

CC11.3a

Please complete the table by breaking down the total "Fuel" figure entered above by fuel type

Fuels	MWh
Natural gas	338909
Liquefied petroleum gas (LPG)	13585
Diesel/Gas oil	113286
Motor gasoline	10413

CC11.4

Please provide details of the electricity, heat, steam or cooling amounts that were accounted at a low carbon emission factor in the market-based Scope 2 figure reported in CC8.3a

Basis for applying a low carbon emission factor	MWh consumed associated with low carbon electricity, heat, steam or cooling	Emissions factor (in units of metric tonnes CO2e per MWh)	Comment
No purchases or generation of low carbon electricity, heat, steam or cooling accounted with a low carbon emissions factor	0	0	

CC11.5

Please report how much electricity you produce in MWh, and how much electricity you consume in MWh

Total electricity consumed (MWh)	Consumed electricity that is purchased (MWh)	Total electricity produced (MWh)	Total renewable electricity produced (MWh)	Consumed renewable electricity that is produced by company (MWh)	Comment
3161041	3160946	95	95	95	Our Taco Bell store in Texas has a 3kW solar PV system installed which produced 7MWh of renewable electricity in 2016. Additionally, there are two KFC stores in Australia that each produced 44 MWh of renewable electricity in 2016.

Further Information

Page: CC12. Emissions Performance

CC12.1

How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to the previous year?

Decreased

CC12.1a

Please identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined) and for each of them specify how your emissions compare to the previous year

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
Emissions	2.6	Decrease	As detailed in CC3.3b, the emissions reduction activities provided an annualized reduction of 80,709 metric

Reason	Emissions value (percentage)	Direction of change	Please explain and include calculation
reduction activities			tonnes of CO2e for markets reporting. Our total emissions in the prior year were 3,053,335 tCO2e, therefore we calculated 2.6% as follows: $(80709/3053335*100) = 2.6\%$
Divestment	9.1	Decrease	As of closer of business on October 31, 2016 our China Division became a full independent company. As a result of this, Scope 1 and 2 emissions were reduced by 278,261 tCO2e. This decrease was calculated at 9.1% as follows: $(278261/3053335*100) = 9.1\%$ for November and December of 2016. These emissions have been reported as Scope 3.
Acquisitions Mergers			
Change in output	2.3	Decrease	In 2016, as part of the ongoing transformation of Yum! restaurants a number of restaurants were closed or sold to franchisees. Our overall equity store count outside of China decreased from 3,159 to 2,859 units. Emissions from these units were removed from Yum! Scope 1 and 2 upon sale. Emissions from these units were removed from Yum! Scope 1 and 2 upon sale. In addition, fluctuations in sales volume, including the decline reported for 2016, may also influence emissions. In 2016, This decrease was calculated as follows: $(70227/3053335)*100=2.3\%$
Change in methodology	15	Decrease	Updated emission factors were used for the 2016 response. Specifically, the emission factor utilized in 2016 (679.78 g CO2e per kWh) was the country average instead of previously utilized regional breakdowns in emission factors (averaging to 871.22 g CO2e per kWh). The difference yielded a change of 446496 tCO2e between 2015 and 2016, which is a calculated decrease of 15%, shown as follows: $(446496/3053335)*100=15\%$.
Change in boundary			
Change in physical operating conditions			
Unidentified			
Other			

CC12.1b

Is your emissions performance calculations in CC12.1 and CC12.1a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Location-based

CC12.2

Please describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tonnes CO2e per unit currency total revenue

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator: Unit total revenue	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
0.000223	metric tonnes CO2e	9718333333	Location-based	19	Decrease	Our overall decrease in emissions intensity per revenue was due to emission reduction activities as well as more new restaurants being built to our Blueline green building standards. On October 31, 2016 Yum! Brands divested itself of its China division. China's sales and Scope 1 & 2 emissions are accounted for in this intensity figure from January through October 2016.

CC12.3

Please provide any additional intensity (normalized) metrics that are appropriate to your business operations

Intensity figure =	Metric numerator (Gross global combined Scope 1 and 2 emissions)	Metric denominator	Metric denominator: Unit total	Scope 2 figure used	% change from previous year	Direction of change from previous year	Reason for change
224	metric tonnes CO2e	Other: Per restaurant	8867	Location-based	29	Decrease	China stores were divested on October 31, 2016. Their emissions after divestment are allocated in Scope 3. Therefore, there is a larger decrease in emissions for this reporting year. Had November and December China emissions been incorporated into the calculation, the emissions intensity factor would be 275 and would be a 20% decrease.

Further Information

Page: CC13. Emissions Trading

CC13.1

Do you participate in any emissions trading schemes?

No, and we do not currently anticipate doing so in the next 2 years

CC13.1a

Please complete the following table for each of the emission trading schemes in which you participate

Scheme name	Period for which data is supplied	Allowances allocated	Allowances purchased	Verified emissions in metric tonnes CO2e	Details of ownership

CC13.1b

What is your strategy for complying with the schemes in which you participate or anticipate participating?

CC13.2

Has your organization originated any project-based carbon credits or purchased any within the reporting period?

No

CC13.2a

Please provide details on the project-based carbon credits originated or purchased by your organization in the reporting period

Credit origination or credit purchase	Project type	Project identification	Verified to which standard	Number of credits (metric tonnes CO2e)	Number of credits (metric tonnes CO2e): Risk adjusted volume	Credits canceled	Purpose, e.g. compliance
---------------------------------------	--------------	------------------------	----------------------------	--	--	------------------	--------------------------

Further Information

Page: **CC14. Scope 3 Emissions**

CC14.1

Please account for your organization's Scope 3 emissions, disclosing and explaining any exclusions

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
Purchased goods and services	Relevant, not yet calculated				
Capital goods	Relevant, not yet calculated				
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Relevant, not yet calculated				
Upstream transportation and distribution	Relevant, calculated	163096	Emissions are limited to transport vehicles for the United States and were calculated utilizing the emission factors presented in the Federal Register (2009) EPA; 40 CFR Parts 86, 87, 89 et al; Mandatory Reporting of Greenhouse Gases; Final Rule, 30Oct09, 261 pp. Tables C-1 and C-2. Table of Final 2013 Revisions to the Greenhouse Gas Reporting Rule, September 24, 2013.	100.00%	
Waste generated in operations	Relevant, not yet calculated				
Business travel	Relevant, calculated	26427	Emissions are limited to corporate U.S. associates who booked air travel and rental cars through our AMEX employee travel program as well as China car rental car data. Emissions were calculated using factors presented in the Federal Register (2009) EPA; 40 CFR Parts 86, 87, 89 et al; Mandatory Reporting of Greenhouse Gases; Final Rule, 30Oct09, 261 pp. Tables C-1 and C-2. Table of Final 2013 Revisions to the Greenhouse Gas Reporting Rule, September 24, 2013.	81.00%	
Employee commuting	Relevant, not yet calculated				
Upstream leased assets	Not relevant, explanation				Emissions from leased assets for offices,

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
	provided				warehouses and other uses are reflected in our scope 1 and 2 values.
Downstream transportation and distribution	Not relevant, explanation provided				Our products are consumed immediately. There are no embedded emissions associated with downstream transportation and distribution.
Processing of sold products	Not relevant, explanation provided				All of the products sold by our restaurants are consumed immediately without any further processing.
Use of sold products	Not relevant, explanation provided				All of the products sold by our restaurants are consumed immediately and their use does not generate any direct or indirect emissions.
End of life treatment of sold products	Not evaluated				
Downstream leased assets	Not relevant, explanation provided				Yum! does not lease any downstream assets.
Franchises	Relevant, calculated	5243305	At the close of business of October 31, 2016 our China division became an independent company. Therefore, November and December emissions are included under Scope 3. These have been calculated directly from reported	24.80%	

Sources of Scope 3 emissions	Evaluation status	metric tonnes CO2e	Emissions calculation methodology	Percentage of emissions calculated using data obtained from suppliers or value chain partners	Explanation
			energy consumption at the restaurant level. Emissions from restaurants located in countries where we also have equity units have been estimated. This was done by using average energy use per month in the market for each brand and multiplying the resulting total annual energy consumption by the number of restaurants open in the market on December 31, 2016. This calculation does not include an estimation of emissions for markets where we did not have equity units at the end of the year with the exception of China as noted above.		
Investments	Not evaluated				
Other (upstream)	Not evaluated				
Other (downstream)	Not evaluated				

CC14.2

Please indicate the verification/assurance status that applies to your reported Scope 3 emissions

Third party verification or assurance process in place

CC14.2a

Please provide further details of the verification/assurance undertaken, and attach the relevant statements

Verification or assurance cycle in place	Status in the current reporting year	Type of verification or assurance	Attach the statement	Page/Section reference	Relevant standard	Proportion of reported Scope 3 emissions verified (%)
Annual process	Complete	Limited assurance	https://www.cdp.net/sites/2017/17/20917/Climate Change 2017/Shared Documents/Attachments/CC14.2a/F_692416_RESTRICTED_17_YUMBrandsInc_OR.PDF	Whole document	Other: Attestation standards established by AICPA: AT-C Sections 105 and 210 of the Clarified Attestation Standards, effective May 1, 2017 and Attest Engagements on Greenhouse Gas Emissions Information (SOP 13-1)	100

CC14.3

Are you able to compare your Scope 3 emissions for the reporting year with those for the previous year for any sources?

Yes

CC14.3a

Please identify the reasons for any change in your Scope 3 emissions and for each of them specify how your emissions compare to the previous year

Sources of Scope 3 emissions	Reason for change	Emissions value (percentage)	Direction of change	Comment
Upstream transportation & distribution	Change in boundary	556	Increase	US delivery increased 163,096 t CO2e this year. We have included our emissions of U.S. third party distribution from warehouses to our restaurants. The calculation for this change is as follows: $(163096/29331)*100 = 556\%$.
Business travel	Other: Change in input	208	Increase	Air travel and rental cars for business increased by 13,720 tCO2e due to the business need. The calculation for this change is as follows: $(26427/12706)*100=208\%$
Franchises	Change in boundary	100	Increase	This is the first year in which we have estimate partial franchise emissions. The change in emissions is 100%.

CC14.4

Do you engage with any of the elements of your value chain on GHG emissions and climate change strategies? (Tick all that apply)

Yes, our suppliers

CC14.4a

Please give details of methods of engagement, your strategy for prioritizing engagements and measures of success

CC14.4b

To give a sense of scale of this engagement, please give the number of suppliers with whom you are engaging and the proportion of your total spend that they represent

Type of engagement	Number of suppliers	% of total spend (direct and indirect)	Impact of engagement
Compliance	197	11%	We are engaging with markets on compliance with our policy to remove palm oil from cooking processes in our restaurants. In markets where elimination of palm oil from cooking processes is not feasible, markets are working to implement our policy on the procurement of sustainable palm oil. These policies contribute to reducing our environmental impact from undesirable palm in agricultural processes that have a negative impact on climate change. We are also engaging with markets on compliance with our paper-based packaging sourcing policy. Increasing procurement of certified fiber sources as well as recycled content is one of our climate change strategies. The number of suppliers and percent of total spend is estimated based on our global survey completed in support of our CDP-Forests disclosure.

CC14.4c

Please explain why you do not engage with any elements of your value chain on GHG emissions and climate change strategies, and any plans you have to develop an engagement strategy in the future

Further Information

Module: Sign Off

Page: CC15. Sign Off

CC15.1

Please provide the following information for the person that has signed off (approved) your CDP climate change response

Name	Job title	Corresponding job category

Name	Job title	Corresponding job category
David Gibbs	President and CFO	Other: President and CFO

Further Information

[CDP 2017 Climate Change 2017 Information Request](#)