

OUR RECIPE FOR  
**GOOD**

# UNLOCKING OPPORTUNITY FOR GROWTH & GOOD



2019 Global Citizenship & Sustainability Report



We believe that investing in the right recipe today will create more goodness tomorrow.

ABOUT THE PAPER USED FOR THIS REPORT



The cover and interior pages of this report were printed using FSC-certified paper made with 100% Certified Renewable Energy and 100% post-consumer waste. The inks used in the printing of this report contain an average of 25% - 35% vegetable oils from plant derivatives, a renewable resource. They replace petroleum based inks as an effort to also reduce volatile organic compounds (VOCs).

TABLE OF CONTENTS

APPROACH

6

Strategy & Governance .....	6	Materiality .....	7
Risk & Issue Management .....	6	Stakeholder Engagement .....	8
Reporting .....	7		

PEOPLE

10

FOOD

18

PLANET

24

Culture & Talent .....	12	Food Safety .....	20	Sustainability .....	26
Equity, Inclusion & Belonging .....	13	Balanced Choices .....	21	Climate Change Management .....	27
Social Purpose .....	14	Raised Responsibly .....	21	Forest Stewardship .....	28
Community Impact .....	15	Plant-based & Vegetarian .....	22	Waste Reduction .....	29
Yum!'s COVID-19 Response .....	16	Food Performance Summary .....	23	Water Consumption .....	29
People Performance Summary .....	17			Planet Performance Summary .....	30

REPORTING

31

GRI Index .....	31
About This Report .....	42



# A Message From DAVID GIBBS

As we publish Yum! Brands' 2019 Global Citizenship & Sustainability Report, it's important to highlight the transformative changes that have shaped our world so far this year. The complex impacts of the COVID-19 pandemic, the resulting social unrest and the global recognition of the challenges facing frontline workers remind us of the important role we must play in keeping our employees, restaurant team members, customers and communities safe, addressing inequality and creating a welcoming environment for all.

It is timely, then, that Yum! recently integrated our Recipe for Growth—the guiding principles of our business strategy—with our Recipe for Good, our roadmap for socially responsible and sustainable stewardship of people, food and planet. We have elevated the importance of people within both of these frameworks, which allows us to continue building an equitable and inclusive culture that, in turn, helps us better serve our customers and communities where we operate.

This shift in thinking helped us to mobilize quickly in response to COVID-19, working across teams to source critical equipment and implement new processes and delivery methods to keep employees, restaurant team members, customers and franchisees safe. It's also what led us to clarify and invest in a new social purpose, Unlocking Opportunity, for our frontline restaurant team members and communities. Through this global initiative, Yum! has committed \$100 million over five years to tackle inequality with an emphasis on equity and inclusion, education and entrepreneurship.

As the world's largest restaurant company, we have employees and customers who span ages, backgrounds and borders. We remain committed to developing our employees to become their best selves and serving our customers the food they love, no matter who they are. Times like these serve as a reminder that we are all connected and each has a role to play in helping others — on both sides of the counter. This report describes a few ways that Yum! is doing just that.

Thanks for reading.

David Gibbs

Chief Executive Officer  
Yum! Brands, Inc.



Yum! recently integrated our Recipe for Growth – the guiding principles of our business strategy – with our Recipe for Good, our roadmap for socially responsible and sustainable stewardship of people, food and planet.



## YUM! AT A GLANCE

4 BRANDS



1.6  
MILLION+  
franchise system  
employees

40%  
of global leadership  
positions held  
by women\*

\*Leadership (L12) positions are considered  
director level or above.

\$66.3  
MILLION+  
global giving in 2019

100%  
renewable  
energy at our U.S.  
corporate offices  
by the end of 2020

2K+  
franchisees around  
the world

Named to the  
**DOW JONES SUSTAINABILITY  
NORTH AMERICA INDEX**  
in 2019

CLIMATE  
CHANGE  
developing a path  
to set science-based  
targets

\$100  
MILLION  
investment to  
fight inequality

A-  
CDP Forests palm oil  
score in 2019

PLANT-BASED  
testing innovative  
products around the world

EXPANDED  
POLYSTYRENE  
accelerated efforts to  
remove globally by 2022  
across all brands

Strategy

At Yum!, being a good corporate steward is a fundamental commitment and an important part of our success. Our Global Citizenship & Sustainability Strategy, called the Recipe for Good, reflects our priorities for socially responsible growth, risk management and sustainable stewardship of our people, food and planet. In January 2020, we elevated people to be our hero pillar which became even more critical as we navigated COVID-19 and racial inequality throughout the year. We are certain that our business purpose and corporate citizenship are more interconnected and essential today than ever.

The Recipe for Good has increasingly become integrated into Yum!’s business strategy. For the first time, in 2019, we introduced our joint Recipe for Growth and Good in our [Annual Report](#) and Form 10-K, and we continue to apply a citizenship and sustainability lens to business processes, including enterprise risk management (ERM).

We are focused on advancing progress and results in the most critical parts of our business:

- Hiring and developing the best talent in an inclusive workplace
- Giving back to our communities
- Feeding people safely and responding to customers’ evolving preferences
- Minimizing our climate impact and choosing responsible suppliers
- Operating our restaurants efficiently

As we do so, we share progress with and promote transparency for stakeholders, including employees, customers, franchisees, shareholders and communities.



ESG Governance

Oversight for environmental, social and governance (ESG) issues ultimately resides with the Yum! Brands board of directors. The board is briefed at least annually on current issues and focus areas through its Audit Committee. At the operational level, the chief communications and public affairs officer oversees the global reputation of Yum!, assesses and manages ESG risks and shapes the Global Citizenship & Sustainability Strategy in partnership with the Vice President of Global Government Affairs and Sustainability and other senior leaders who comprise our ESG Council, including:

- Chief Transformation & People Officer
- Chief Communications & Public Affairs Officer
- Vice President, Global Government Affairs & Sustainability
- Chief Food Safety Officer
- Chief Equity & Inclusion Officer
- Chief Legal & Franchise Officer
- Chief Compliance Officer
- Chief Food Innovation Officer
- Chief Development Officer
- Vice President, Supply Chain

The ESG Council plays a key role when it comes to championing and governing Yum!’s overall citizenship and sustainability strategy and priorities. Yum! also convenes cross-functional working groups that include employees from food safety, human resources, supply chain, development, sustainability, communications and legal teams at the corporate and brand division levels to manage day-to-day work to advance priority area agendas. This includes an ESG Working Group that helps manage ongoing efforts such as our materiality assessment, disclosures to sustainability ratings and rankings agencies and our Global Citizenship & Sustainability Report.

Risk & Issue Management

According to the World Economic Forum’s 2018 Global Risks Report, environmental and societal risks, such as extreme weather and social instability, have surpassed economic and geopolitical risks in terms of both likelihood and impact. As these findings make clear, ESG issues must be part of our global ERM process. In 2019, Yum! conducted a reputational risk and issue management exercise with a third-party vendor that helped us further integrate ESG into our approach to global risk management. Much like our materiality assessment process, we have further sharpened our top ESG issues from an ERM perspective and prioritized them according to their importance to our business and stakeholders. In addition, we have invested in a third-party ESG data management tool that increases our capacity to gather data, track progress and continue on the path of greater transparency.



Policies & Positions

Transparency is foundational to the execution of our Global Citizenship & Sustainability Strategy. We make policies, public positions and other resources available to stakeholders so they know where we stand on issues. New additions since the last progress update include the [Yum! Sustainable Packaging Policy](#) and [KFC Global Chicken Welfare Guidelines](#). [View our full list of policies.](#)

Reporting

[Regular reporting](#) continues to be the primary way we share our progress and show transparency around our ESG practices. In addition to publishing annual updates on our Recipe for Good, which align with the Global Reporting Initiatives (GRI) standards, we participate in comprehensive voluntary disclosures including the Bloomberg Gender Equality Index; CDP Climate Change, Forests and Water Security; the Dow Jones Sustainability Index (DJSI), and the Roundtable on Sustainable Palm Oil (RSPO) Annual Communication of Progress. We continue to seek out ways to better meet the needs of our stakeholders. To that end, we are transitioning to the Sustainability Accounting Standards Board (SASB) framework, which investors have identified as useful for restaurant companies. We are encouraged by the efforts to harmonize and align the GRI and SASB, and we expect to have substantial implementation of SASB standards by the end of 2022.



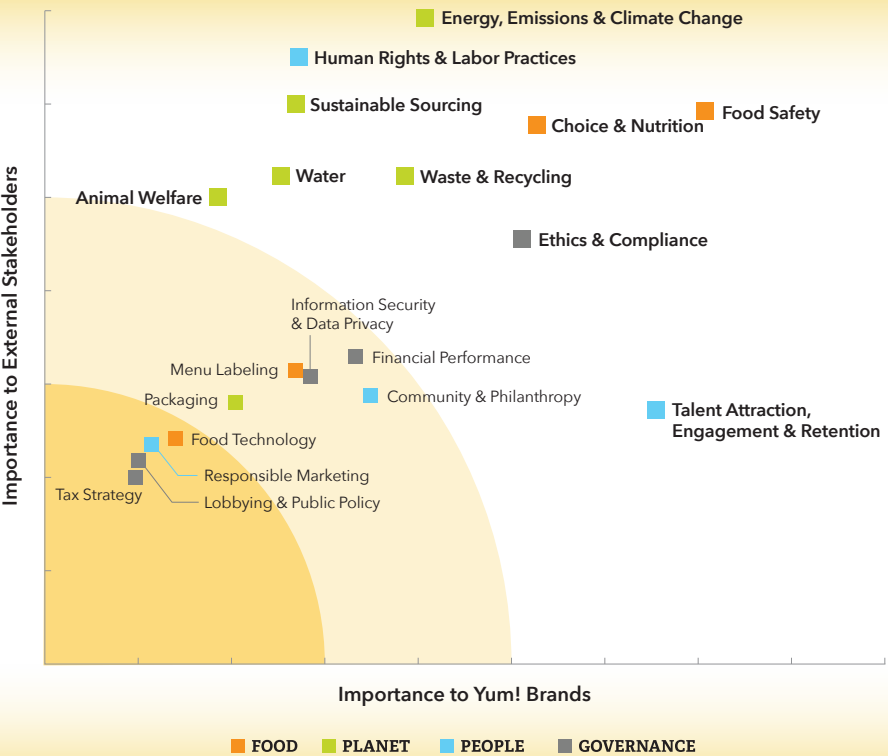
UN Sustainable Development Goals

As a global restaurant company with access to resources and a defined purpose to unlock opportunity, Yum! is well positioned to address numerous United Nations Sustainable Development Goals that align closely with our material areas of work.



Materiality

Regular materiality assessments, as well as our most recent ERM assessment, are important inputs that guide our reporting and priority areas of focus which include topics such as Food Safety, Energy, Emissions & Climate Change, and Talent Attraction, Engagement & Retention. We plan to conduct a new materiality assessment within the next 18 months to make sure we have the most updated input from key stakeholders – our employees, customers, franchisees, shareholders and communities – when it comes to ESG issues and topics that are most important to them. Our most recent materiality matrix is to the right.





Stakeholder Engagement

Yum! follows a process for identifying, prioritizing and engaging with stakeholders on issues identified through our materiality assessment. Our key stakeholders include employees, customers, franchisees, shareholders and communities. Engagement varies from one-time discussions to regular interaction while working on joint projects that help create strategy and programming. We aim to be as inclusive as possible in this engagement, listening to many points of view from both supportive and critical voices.



Working with organizations that have shared interests in areas that are most material to our business helps us address industry challenges, opportunities and public policy issues. Key partners include:

- Academy of Nutrition and Dietetics
  - American Potato Trade Alliance
  - CEO Action for Diversity & Inclusion™
  - Conference for Food Protection
  - Consortium for Graduate Studies in Management
  - Dairy Management Incorporated™
  - Food Industry Asia
  - Food Waste Reduction Alliance
  - International Franchise Association
  - International Poultry Council
  - Institute for Food Technologists
  - Louisville Sustainability Council
  - Multicultural Foodservice & Hospitality Alliance™
  - National Chicken Council
- National Pork Board
  - National Restaurant Association®
  - National Retail Federation®
  - New York Declaration on Forests
  - Paradigm for Parity®
  - Roundtable on Sustainable Palm Oil™
  - Serving Europe
  - USA Poultry and Egg Export Council
  - U.S. Chamber Business Councils
  - U.S. Green Building Council
  - U.S. Roundtable for Sustainable Beef
  - We Are All Human-Hispanic Promise
  - Women's Foodservice Forum
  - World Wildlife Fund

A key stakeholder engagement in 2019 was with World Wildlife Fund (WWF), the world's leading conservation agency that develops and delivers innovative solutions to protect the planet. We deepened our collaboration with the organization, conducting a landscape assessment to better understand the deforestation risk associated with the soy used in our supply chain that is sourced from Brazil. Read more about this work on pg. 29.

“

It takes strategic and meaningful collaboration between World Wildlife Fund and the broader business community to achieve lasting conservation of the world's most important forests and critical habitat, and that's no different when it comes to our partnership with Yum! Brands. We expect our work with them to play a key role in driving impact when it comes to Yum! reaching its no-deforestation commitment and advancing its sustainable supply chain efforts.

”

- JASON CLAY, SENIOR VICE PRESIDENT MARKETS, WORLD WILDLIFE FUND

The following table provides examples of ongoing interactions with each of these groups and issues that are most relevant to them.

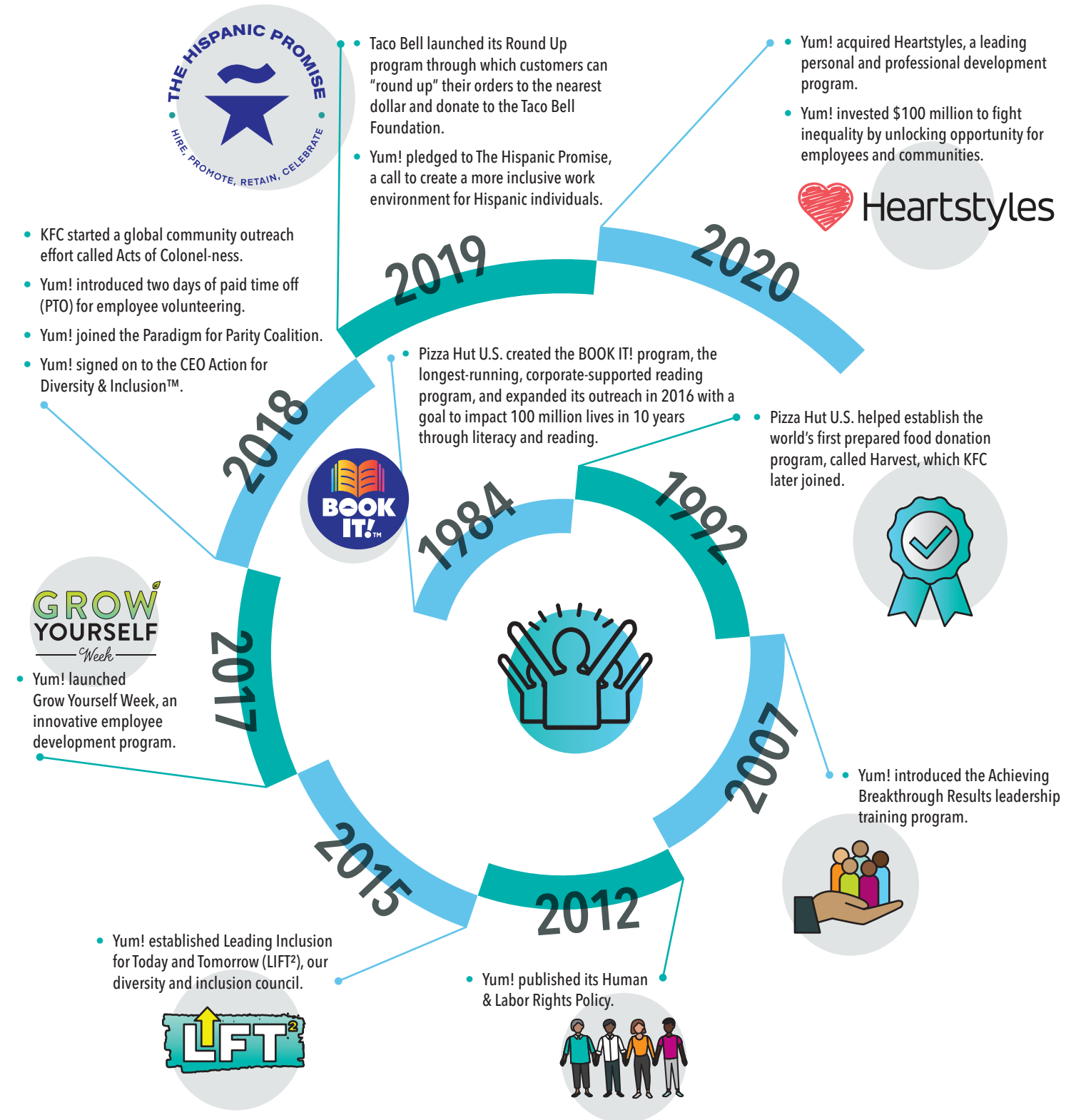
STAKEHOLDER	TYPES OF ENGAGEMENT	MOST IMPORTANT ISSUES
Advocacy Groups/NGOs	<ul style="list-style-type: none"><li>• Direct Engagement</li><li>• Organizational Membership</li><li>• Roundtable Events</li><li>• Shareholder Meetings</li><li>• Strategic Issue Partnership</li></ul>	<ul style="list-style-type: none"><li>• Choice &amp; Nutrition</li><li>• Energy, Emissions &amp; Climate Change</li><li>• Ethics &amp; Compliance</li><li>• Food Safety</li><li>• Human Rights &amp; Labor Practices</li><li>• Sustainable Sourcing</li></ul>
Communities	<ul style="list-style-type: none"><li>• Corporate &amp; Employee Giving</li><li>• Employee Volunteerism</li><li>• Local Nonprofit Partnerships</li></ul>	<ul style="list-style-type: none"><li>• Choice &amp; Nutrition</li><li>• Community &amp; Philanthropy</li></ul>
Consumers	<ul style="list-style-type: none"><li>• Social Media</li></ul>	<ul style="list-style-type: none"><li>• Choice &amp; Nutrition</li><li>• Community &amp; Philanthropy</li></ul>
Employees	<ul style="list-style-type: none"><li>• Anonymous Hotline</li><li>• Development &amp; Training Programs</li><li>• Employee Engagement Survey</li><li>• Quarterly Global Employee Webcasts</li><li>• Town Hall Meetings</li></ul>	<ul style="list-style-type: none"><li>• Community &amp; Philanthropy</li><li>• Talent Attraction, Engagement &amp; Retention</li><li>• Food Safety</li></ul>
Franchisees	<ul style="list-style-type: none"><li>• Annual Franchise Conventions</li><li>• Direct Engagement</li></ul>	<ul style="list-style-type: none"><li>• Community &amp; Philanthropy</li><li>• Talent Attraction, Engagement &amp; Retention</li><li>• Food Safety</li></ul>
Government Agencies	<ul style="list-style-type: none"><li>• Direct Engagement</li><li>• Yum! Political Action Committee</li></ul>	<ul style="list-style-type: none"><li>• Choice &amp; Nutrition</li><li>• Ethics &amp; Compliance</li><li>• Food Safety</li><li>• Human Rights &amp; Labor Practices</li></ul>
Industry Associations	<ul style="list-style-type: none"><li>• Annual Conferences</li><li>• Industry Memberships</li></ul>	<ul style="list-style-type: none"><li>• Choice &amp; Nutrition</li><li>• Talent Attraction, Engagement &amp; Retention</li><li>• Energy, Emissions &amp; Climate Change</li><li>• Food Safety</li></ul>
Investors	<ul style="list-style-type: none"><li>• Annual Report</li><li>• Brand/Yum! Investor Days</li><li>• Direct Engagement</li><li>• Earnings/Investor Calls</li><li>• Ratings/Rankings &amp; Indices</li></ul>	<ul style="list-style-type: none"><li>• Talent Attraction, Engagement &amp; Retention</li><li>• Energy, Emissions &amp; Climate Change</li><li>• Ethics &amp; Compliance</li></ul>
Suppliers	<ul style="list-style-type: none"><li>• Annual Supplier Awards</li><li>• Restaurant Supply Chain Solutions™</li><li>• Supplier Audits</li></ul>	<ul style="list-style-type: none"><li>• Energy, Emissions &amp; Climate Change</li><li>• Food Safety</li><li>• Waste &amp; Recycling</li><li>• Water</li></ul>
Thought Leaders	<ul style="list-style-type: none"><li>• Leverage Experts on Councils</li><li>• Participate in Research &amp; Studies</li></ul>	<ul style="list-style-type: none"><li>• Ethics &amp; Compliance</li><li>• Human Rights &amp; Labor Practices</li></ul>

# PEOPLE

## We Unlock Opportunity

We are stepping up our investment in Yum!'s new social purpose to unlock opportunity in our people and communities, while championing equity, inclusion and belonging across all aspects of our brands and franchise business.

## Our People Journey







"As the world's largest restaurant company, our brands and our people are our biggest assets. From the restaurant to the corner office, investing in people with globally scalable development programs that benefit our restaurant general managers is at the center of our strategy to elevate the customer experience, unlock growth for our 2,000 franchisees and make a difference in the world."

Tracy Skeans, Yum! Chief Transformation & People Officer



### Transforming Culture & Talent

We believe that the unrivaled culture and talent in our brands give us a competitive advantage when it comes to growing our business. It's also a key reason why talent attraction, engagement and retention rank among the most material corporate social responsibility issues. Moving forward, we're building on our strengths and taking on new challenges by investing in strategic initiatives that unlock opportunity and create an inclusive culture for all talent to thrive at work and home.

### Building World-Class Restaurant Managers

In March 2020, we [acquired the Heartstyles company](#), after years of partnership, to advance Yum!'s commitment to a people-first culture and elevate the customer experience by cultivating world-class leaders across the organization and especially at the frontline of our brands.

Yum! has initiated multi-year plans to scale Heartstyles into the restaurant so we can offer it efficiently to our more than 2,000 franchisees who run 98% of our more than 50,000 restaurants.

Created by leadership expert Stephen Klemich and Mara Klemich, Ph.D, a neuropsychologist, Heartstyles is a world-class leadership development program that will help further unlock potential and build the capabilities of people who drive performance for our restaurants around the world. Heartstyles, which has already had a profound and measurable impact where we've implemented it across our organization and into the restaurant, is an intuitive and practical method for helping people learn how to become the best versions of themselves, lead authentically and build workplace cultures that unlock the potential of teams and deliver strong results. A key component of the hands-on training program is the Heartstyles Indicator, a statistically valid online self- and 360-degree assessment and action plan that helps individuals identify and generate positive and constructive attitudes, thinking and behaviors that help them in life and at work.

### Advancing Women Leaders

From being a founding member of the Women's Foodservice Forum in 1999 to establishing female mentoring programs for our restaurant general managers (RGMs) and offering leadership coaching, we know that investing in our female talent is a key element to driving growth for our business. It starts at the top with our CEO, leadership teams and franchisees who serve as champions to advance our global strategy while encouraging grassroots advocacy efforts.

In 2019, we made progress on our public commitments to increase representation of women across our global system.

In line with Paradigm for Parity's goal to advance women to senior roles and achieve gender parity in leadership globally by 2030,

**40%** of our global leadership positions are now held by women, making more progress in two years than in the previous 10.\*

\*Leadership (L12) positions are considered director level or above.

"In 2019, we launched our Lead It Forward agenda, bringing together Yum!'s top 75 women executives from across our global business to network and share know how on strengthening equity and inclusion broadly and female advancement in their home countries. We now have a growing movement of world-class programs advancing women and creating more inclusive cultures in places such as Asia, Russia, Australia, Europe and the U.S."

Tracy Skeans,  
Yum! Chief Transformation & People Officer



### Equity, Inclusion & Belonging

Many of our restaurant team members around the globe are navigating life's challenges in the face of inequality, and this daily experience is now compounded by a global pandemic. Today, leading with an inclusive mindset and an eye toward sustainable impact is now more important than ever.

As we navigate the road ahead in partnership with our 2,000+ franchisees around the world, we are expanding our investment in global and local programs that advance equity and inclusion from the corner office to the restaurant.

Building on our ongoing inclusion efforts, starting from the inside out, Yum! and our U.S. brands will:

- 1 Increase representation of Black, Latinx and female associates among our executive and management ranks, franchisees and suppliers. This builds on our initiative to advance women in leadership, and it will include targets that inspire and hold us accountable to aggressive progress over time.
- 2 Continue to roll out inclusive leadership and anti-racism training across our system, including company and franchise restaurants.
- 3 Partner with U.S. franchisees on implementing the Unlocking Opportunity Initiative, and leverage and expand their involvement in Yum!'s inclusion advisory group, called the Leading Inclusion for Today and Tomorrow (LIFT<sup>2</sup>) Council.
- 4 Increase Black, Latinx and other diverse representation across our teams and in our U.S. corporate leadership and agency account teams.
- 5 Invest in entrepreneurship, education and social justice in communities that have been historically marginalized and cities where our corporate offices are located.



"At Yum!, we want to unlock the power of diversity and create a culture of equity, inclusion and belonging that is so strong for all of our restaurant team members, franchisees and communities that our customers feel it."

James Fripp  
Yum! Chief Equity & Inclusion Officer

### KEY EQUITY & INCLUSION PARTNERSHIPS





## Introducing Yum!'s New Social Purpose: Unlocking Opportunity

"On June 25, 2020, we expanded our Recipe for Good efforts and [announced our new social purpose](#) to unlock opportunity, which builds on 20 years of investing in our people-first culture and is a landmark commitment to have a positive and sustainable social impact on the communities where we operate and for the restaurant team members who work on the frontline of our brands around the world."

**Jerilan Greene**  
Yum! Chief Communications & Public Affairs Officer and Chairman and CEO, Yum! Foundation



### UNLOCKING OPPORTUNITY INITIATIVE

We're investing \$100 million over the next five years to fight inequality with focus on three areas:



#### Equity & Inclusion

We'll deepen our investments in efforts to produce equity, fairness, inclusion and belonging inside our company, across all aspects of our brands and throughout our franchise businesses.



#### Education

We'll expand access and funding of education and skills training, which both empower restaurant team members to build their best lives and uplift our communities.



#### Entrepreneurship

We'll create pathways to entrepreneurship for restaurant employees wanting to lead a business, franchise or social enterprise, as well as for small businesses and social entrepreneurs looking to make a meaningful difference in their communities.



#### Q: What inspired Yum! to launch a new social purpose?

**A:** We know that today's leading companies demonstrate social value alongside financial value. And while our company benefits society in many ways – as you can read throughout this report – we wanted to identify specific issues where we could make a unique difference. More than a year ago, we began our journey listening to outside stakeholders and interviewing leaders across the business. We heard a common theme: the importance of investing in people. Our 2,000 franchisees employ most of the more than 1.6 million people worldwide working for our brands, and their businesses help support thousands of local economies. Therefore, we've built a social purpose framework around unlocking opportunity for frontline restaurant team members and communities by increasing access to ingredients for a positive future – equity and inclusion, education and entrepreneurship.

#### Q: How did the events of 2020, including COVID-19 and instances of racial injustice, tie into your decision to launch a new social purpose?

**A:** Our global leadership team was already developing our path forward on Unlocking Opportunity when the events of 2020 unfolded and helped us refine our point of view on where we wanted Yum! to make a sustainable difference. The global Unlocking Opportunity Initiative we announced is a refinement of what Yum! has been doing for 20 years – investing in unlocking the potential of people. Now, more than ever, we recognize the many faces of inequality that challenge the lives of the people working in our brands or local communities. Alongside our franchisees, we plan to do our part on a long-term journey and are excited that Yum! can contribute to the global movement against inequality in a meaningful and intentional way that aligns with who we are as a company.

## Brand Community Impact

Our brands focus their community impact efforts on the issues they're most passionate about and that align with their brand identities. Altogether, our brands donated more than \$66 million to communities around the world in 2019. From supporting youth through education and literacy to fighting hunger, here are a few of the ways they are giving back:



KFC continues to tackle child hunger through the Add Hope program in South Africa, and its partnership with Blessings in a Backpack in the U.S., which kept children fed during school closures in 2020.



Pizza Hut U.S. expanded its support of First Book's Stories for All Project™, a collection of diverse books and educational resources that reflect myriad experiences, cultures and communities. Additionally, Pizza Hut International invested in RGMs around the world through scholarships for continued education.



Taco Bell launched Round Up, through which customers are encouraged to round up their order total to the nearest dollar, with the extra change being donated to the Taco Bell Foundation and No Kid Hungry – raising \$30 million since its inception in 2019.



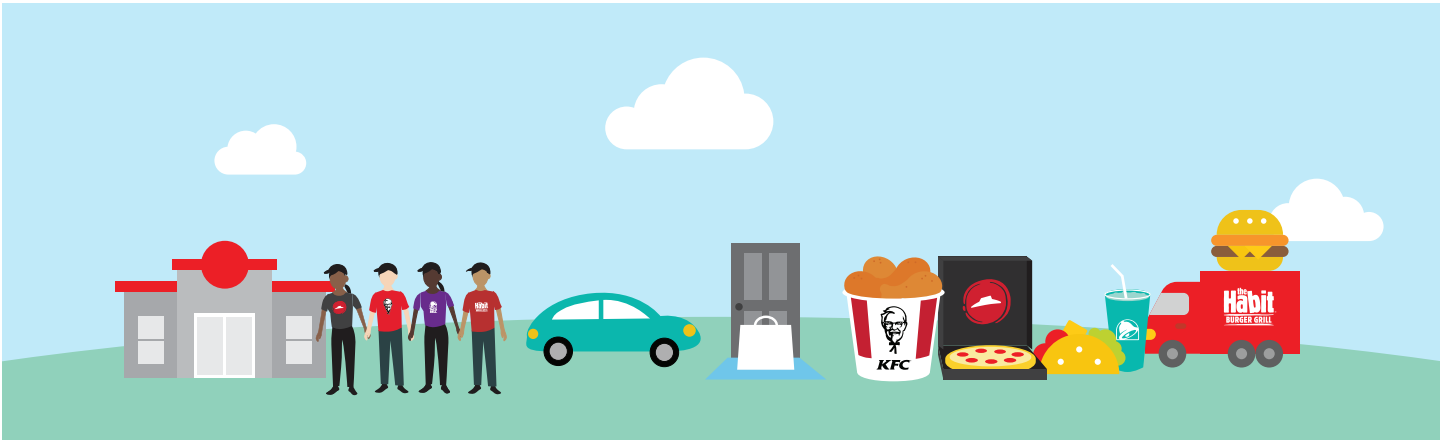
The Habit Burger Grill continues its fight to help end childhood hunger in America through its partnership with No Kid Hungry.



## Yum! Foundation Continues to Spread Good

The Yum! Foundation has grown its impact in a number of ways. In 2019, it expanded from providing domestic employee matching gifts and disaster relief to international support. This broader focus was essential throughout the COVID-19 crisis. In response to recent instances of racial injustice, the Foundation [pledged](#) \$3 million to advance equality and social justice, \$1 million of which will go to community organizations identified with input from RGMs across the U.S. In Louisville, Kentucky, we continued to give to our three community partners – Dare to Care, Metro United Way and Fund for the Arts – with a special focus on lifting Black voices through the work of these organizations.





## YUM!'S COVID-19 RESPONSE

As we navigated the coronavirus pandemic, our number-one priority was the health and safety of our KFC, Pizza Hut, Taco Bell and The Habit Burger Grill employees, customers and franchisees. During this difficult time, [our response](#) included the following:



### Supporting Impacted Employees

- Global Medical Relief Fund for restaurant team members and family members diagnosed with COVID-19
- One-time \$1,000 bonuses for nearly 1,200 RGMs at company-owned stores
- One-time bonuses for employees at company-owned stores
- Paid leave for company-owned restaurant employees unable to work



### Keeping Restaurants Open Safely

- Low-contact options including delivery, drive-thru and curbside pickup
- Contactless delivery through our own and third-party services
- Temperature checks and counter shields for increased safety



### Helping Franchise Business Owners

- Global Franchise Health and COVID-19 Support Team for business continuity
- Capital assistance and grace periods for payments



### Giving Back to Communities

- Hundreds of thousands of meals donated to food banks, healthcare workers and other essential personnel
- Books and other educational resources for students without access to these items at home

## PEOPLE 2019 Performance Summary

		Goal	Status
Culture & Talent	Create a culture of engagement that attracts, retains and grows the best people and creates high performance in our restaurants.	Measure Yum! Brands' employee engagement.	In 2019, we launched an enhanced global employee engagement survey to all corporate employees, and results showed a 90% engagement level. Yum! outperformed benchmarked companies with engagement among Yum! employees in the 95th percentile.
		Provide Yum! Brands' employees with training and development that builds world-class leaders and business results.	More than 33,000 employees participated in training programs in 2019, including our leadership development program, Heartstyles, and unconscious bias program, Inclusive Leadership, as well as on compliance policies, including our Code of Conduct, with more than 2 million corporate training hours logged.
Equity, Inclusion & Belonging	Build an inclusive culture among our employees, franchisees, suppliers and partners to reflect the diversity of our customers and communities.	Continue building upon ongoing inclusion efforts to help ensure our workplaces are environments where all people can be successful.	Launched the Yum! Unlocking Opportunity Initiative with an investment of \$100 million over the next five years to fight inequality for employees and communities around the globe with a focus on three key areas, one of which is Equity, Inclusion and Belonging.
		Significantly increase the number of women in senior leadership globally and achieve gender parity in leadership globally by 2030 in alignment with Paradigm for Parity®.	Aligned with the Paradigm for Parity®, a coalition of companies working to increase the number of women in senior operating roles. In 2019, 40% of global leadership roles were held by women, and half of our global workforce were women.
		Significantly increase diverse representation of underrepresented minorities in the U.S. among corporate employees.	Increased focus on coaching capability, sponsorship programs and customized individual development plans. Joined We Are All Human's Hispanic Promise, a national pledge to hire, promote, retain and celebrate Hispanics in the workplace.
Community & Philanthropy	Support global initiatives related to hunger relief, literacy and youth education, as well as nonprofits near our hometown headquarters.	Continue rolling out Inclusive Leadership training and anti-racism training across our system, including company-owned and franchise restaurants.	Continued expanding our Inclusive Leadership training to employees and franchisees around the world and started to develop an online module of the program to help provide more access to the curriculum.
		Donate food, funds, time and talent to help local and global communities.	Our global organization donated \$66 million in 2019, supporting brand efforts such as the KFC Foundation, Pizza Hut's BOOK IT! program and the Taco Bell Foundation's Live Más Scholarship. We also donated 5.95 million pounds of food through our Harvest program.
Ethics & Human Rights	Hold our employees, franchisees and suppliers to the highest standards of professional and ethical conduct.	Remain committed to our Global Code of Conduct and Supplier Code of Conduct, which addresses guidelines for working conditions consistent with frameworks such as those of the International Labour Organization (ILO) and the United Nations Guiding Principles on Human Rights.	<ul style="list-style-type: none"> <li>Tracked about 140,000 hours of training on issues related to human rights policies and the ethical treatment of individuals in our system.</li> <li>Established global membership with Sedex, one of the world's leading ethical trade membership organizations that works with business to improve working conditions in global supply chains, to further strengthen our existing supply chain auditing capabilities with focus on human rights and labor practices.</li> </ul>



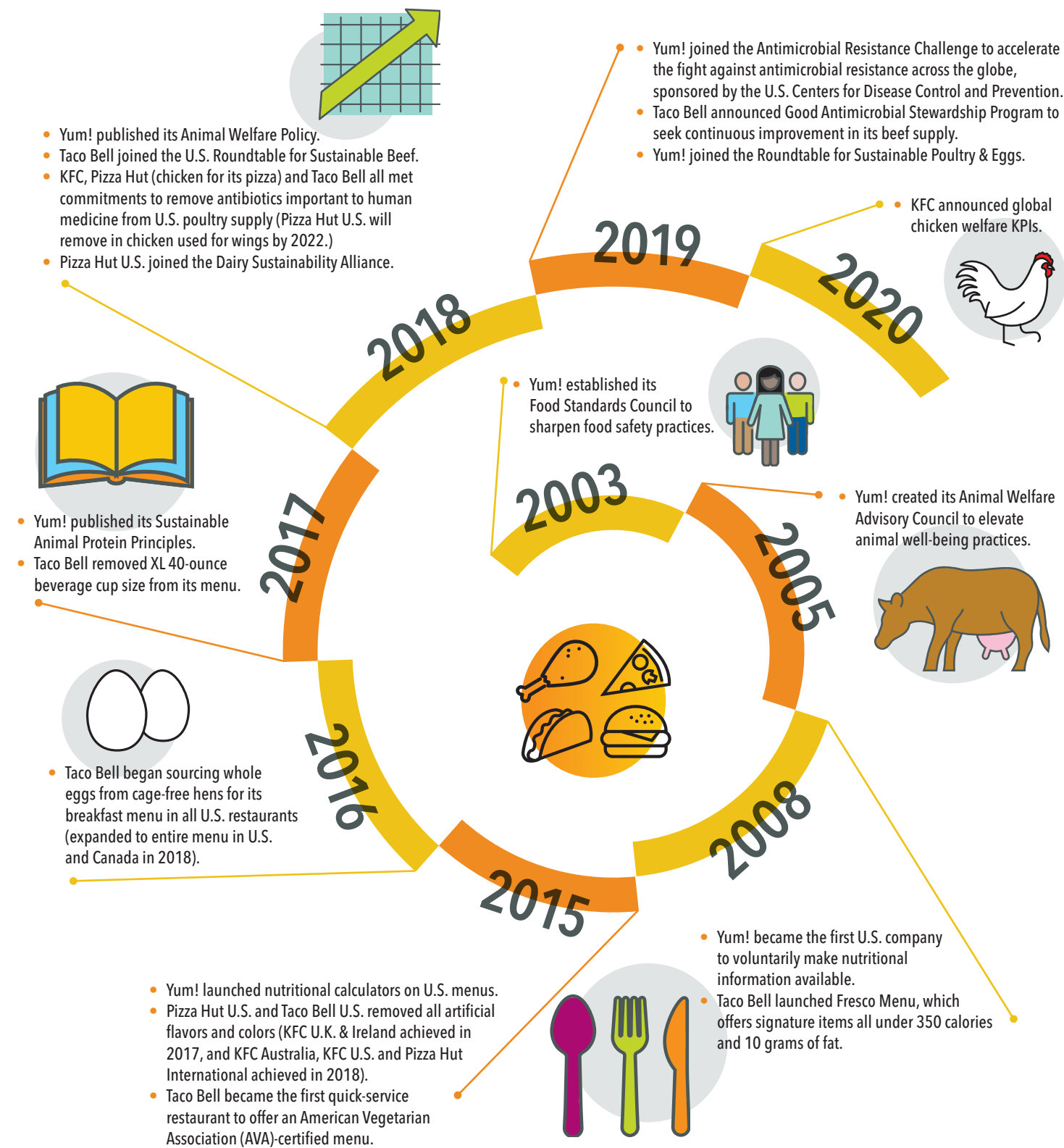
# FOOD

## We Serve Food People Trust

We have an unwavering commitment to serve food that people trust. That means going above and beyond when it comes to food safety, listening and responding to customers' evolving preferences and improving the nutritional value of our menu items.



## Our Food Journey





# RECIPE NOTES

## Building Upon Our Safety Strengths



with Mary Weaver,  
Yum! Chief Food Safety & Quality Assurance Officer



### Q: How has Yum!'s approach to food safety evolved over the past year?

**A:** We've made significant investments in technology, including a food safety and quality management system that provides real-time, global transparency on the status of all of our food and packaging suppliers. These improvements allow us to quickly visualize performance, measure risk, as well as respond quickly to supply chain disruptions, which was critical during the COVID-19 pandemic.



We also transitioned from a compliance to a risk-based approach when assessing our suppliers. That is, rather than scoring suppliers with a "pass" or "fail," we assign them a tiered ranking. We then provide a path to achieve the level of performance necessary to be a Yum! supplier.

### Q: What are the benefits of this risk-based approach?

**A:** From Yum!'s standpoint, prioritizing continuous improvement has made us more efficient because it requires us to develop existing suppliers rather than continually searching for new ones. It also brings lasting benefits to our suppliers, particularly for small businesses and those in countries that don't yet have established supply chains. Meeting Yum!'s global standards often qualifies them to serve as a vendor to other large businesses, which, in turn, helps grow economies throughout the world.

### Q: How did Yum! maintain high levels of safety in restaurants during the COVID-19 outbreak?

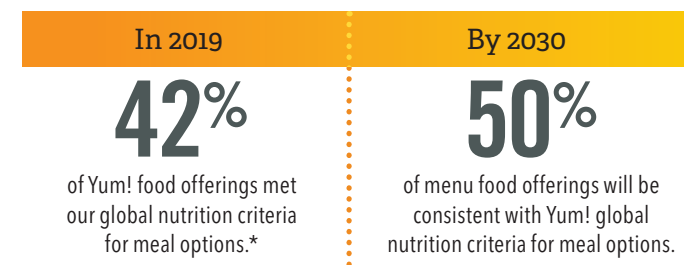
**A:** A foundation of strong food safety processes and procedures, many of which go beyond global regulations, helped us respond quickly and effectively. For example, restaurant employees globally have been using hand sanitizer after hand washing for years. Our relationships for sourcing hand sanitizer – and internal culture regarding its use – made it fairly seamless for us to expand sanitation procedures and increase requirements for personal protective equipment.

At the same time, I've seen a level of cross-functional engagement and collaboration unlike ever before. New processes that once took months to implement were adopted in hours or days. I attribute this to Yum!'s culture of believing in all people, which I've seen from our executive team to franchisees and RGMs. Keeping our shared focus on what's important – the safety of our team members and guests – has guided us to make the right decisions throughout this crisis.

## Balanced Choices

We continue to be transparent and improve the nutritional value of our food. In line with Yum!'s global nutrition standards, we're committed to providing consumers with more access to balanced food choices that meet their lifestyles and dietary preferences and are less processed or modified. Our recent efforts have focused on collecting data to help inform our work when it comes to offering more balanced choice and where we can make improvements.

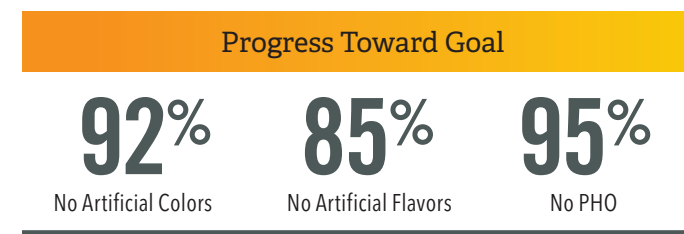
### NUTRIENTS WE ENCOURAGE



\*Yum! seeks to use calories as the primary measurement within our nutrition criteria to drive improvements and align with the World Health Organization and the Dietary Guidelines for Americans, and is consistent with the 1/3 Recommended Daily Allowance. To align with these guidelines, Yum!'s global nutrition criteria is: a side item at 200 calories, a main item at 400 calories, and a combo/meal at 750 calories.

### NUTRIENTS WE LIMIT

We've been simplifying our ingredients for years and have made steady progress towards our goal to remove artificial colors and flavors and partially hydrogenated oils (PHO) by 2020.\* There's still more work to do, but we are proud of our progress to date.



We are pursuing a goal to reduce sodium across our global menu portfolios, consistent with Yum!'s global nutrition criteria, to continue to improve our food's nutrition, with plans to share progress in 2021.

\*Except beverages, co-branded items and off-the-shelf items.

Taco Bell is making progress toward two goals announced in 2019. The first is a commitment to offering at least 50% of its medium fountain beverages at 100 calories and 20 grams of sugar or less by 2022. To reach this goal, the brand has removed extra-large, 40-ounce soda cups and added zero-sugar versions of two of its most popular beverages. Pepsi Zero Sugar and Mountain Dew Baja Blast Zero Sugar are now available across the U.S. With these new additions, over 40% of Taco Bell's medium beverages are 100 calories or less.



## Raised Responsibly

We believe we have a responsibility to be a good steward of the animals raised for food throughout our supply chain. Our commitment to animal health and well-being is steadfast and guided by our holistic, science-based [Sustainable Animal Protein Principles](#). Additionally, we support the [Five Freedoms](#) for all animals used for food in our supply chain.



### ANTIBIOTICS

We continue [our commitments](#) to reduce antibiotics important to human medicine in our food production.

In 2019, Taco Bell pledged to reduce antibiotics important to human health in its U.S. and Canada beef supply chain,

25% by 2025

This [new policy](#) around Taco Bell's dominant menu protein, beef, will better protect human, animal and environmental health. As part of this new policy, Taco Bell will give preference to suppliers that are making measured reductions in their use of antibiotics, increasing veterinary oversight when it is required to medically treat sick animals and participating in the Beef Quality Assurance system. While we do not expect to have quantitative progress to share until 2022, promising work is underway as we engage with U.S. Round Table for Sustainable Beef (USRSB), suppliers, industry groups including the Beef Alliance and National Cattleman's Beef Association, veterinary groups, academic partners and more to address this challenge.

This is in addition to the existing work we have done to date to make progress on our antimicrobial stewardship journey. KFC, Pizza Hut (chicken for its pizzas) and Taco Bell in the U.S. have met public commitments to remove antibiotics important to human medicine from their U.S. poultry supplies. Pizza Hut U.S. is on track to remove antibiotics important to human medicine from chicken used for wings by 2022.

### ANIMAL WELFARE

KFC introduced [new global chicken welfare KPIs](#) as a key next step on its animal welfare journey. The KPIs address mobility while chickens are raised, overall chicken health and minimization of medical interventions, chicken mortality, and mental and physical stress. Additionally, KFC U.K. & Ireland published its first annual animal welfare report, described as an honest and open review of its poultry supply chain. The report outlines the seven steps of the audit process and key data capture, which KFC U.K. & Ireland will use as a benchmark to track year-on-year progress and hold themselves and their suppliers accountable as they work toward improving the lives of chicken within the supply chain.

## Plant-based & Vegetarian

A trend we've been tracking for several years now is the accelerating shift toward plant-forward eating. Whether out of concerns for the environment, personal health or animal welfare, this lifestyle is now so mainstream that it can no longer be called a trend. From diners who choose exclusively vegan and vegetarian options, to flexitarians who enjoy a meat-free meal every now and then, KFC, Pizza Hut, Taco Bell and The Habit Burger Grill are responding to today's preferences with menu items for everyone. Here are a few examples from our brands in the world of plant-based foods:



KFC is offering finger lickin' good flavor without the meat in partnership with leading plant-based meat suppliers like Beyond Meat and Quorn. Following successful pilots in the U.S., U.K., Canada and elsewhere, the brand plans to expand these options in the years to come.



Taco Bell's American Vegetarian Association (AVA)-certified menu has individual ingredients that can be customized in nearly one million ways, including 36 vegetarian ingredients, 26 of which are also vegan. All AVA-certified vegetarian items are indicated by an easy-to-spot vegetarian green "V" symbol on menu boards.





In Finland and Spain, Taco Bell launched the "Oatrageous Taco," made with an oat-based protein, to continue meeting the evolving preferences of customers around the world.



Pizza Hut U.K. has offered Violife vegan cheese pizza since 2017 – and in 2020, took it to the next level with vegan Stuffed Crust. In Australia, Pizza Hut launched a Pizzatarian campaign. The brand has also tested vegan pizza in China, Poland and Puerto Rico through a partnership with Beyond Meat. In the U.S., Pizza Hut conducted a limited test of a pizza featuring Incogmeato by MorningStar Farms Italian sausage.



## FOOD 2019 Performance Summary

	Goal	Status
Food Safety	Maintain the safest, highest-quality food supply and preparation in the industry.	Through food safety audits, provide restaurant team member training on employee health, product handling, ingredient and product management and prevention of cross-contamination.  Since 2016, Yum! has conducted more than 367,000 restaurant food safety audits.
	Build on Yum! supplier audit track record and assess 100% of Tier 1 suppliers annually by 2021.	Achieved our intermediate target of assessing 60% of suppliers in 2019.
Balanced Choices	Offer lower-calorie menu options across main dishes, combos and sides, consistent with Yum!'s global nutrition standards that align with the World Health Organization and the Dietary Guidelines for Americans, to continue to improve our food's nutrition. By 2030, we intend to represent 50% of menu food offerings to be consistent with Yum! global nutrition criteria for meal options.	 In 2019, Yum! reported that it was 84% of the way to meeting its goal.
	Be the preferred restaurant for consumers seeking delicious, balanced options by offering more choice and nutritional improvements to our food.	Continue publishing online nutrition calculators for all three brands' U.S. menus and providing consumers with convenient access to allergen and nutrition information.
	Offer plant-forward product innovation to meet the lifestyle choices of consumers.	<ul style="list-style-type: none"> <li>Taco Bell U.S. launched "Veggie Mode" which transforms the entire menu into vegetarian options.</li> <li>Expanded plant-based tests at KFC, Pizza Hut and Taco Bell brands around the world.</li> </ul>
	Continue clean label efforts to remove artificial colors, flavors and partially hydrogenated oils (PHOs) where possible from core food ingredients by 2020.	<ul style="list-style-type: none"> <li>Removed 92% of artificial coloring</li> <li>Removed 85% of artificial flavors</li> <li>Removed 95% of PHOs</li> </ul>
Raised Responsibly	Reduce sodium across menu options, consistent with Yum!'s global nutrition standards, to continue to improve our food's nutrition. We plan to share progress in 2021.	On average, Taco Bell has reduced sodium across its menu by 23% since 2008, with a target goal of 25% by 2025.
	Be a good steward of the animals raised for food throughout our supply chain.	 <ul style="list-style-type: none"> <li>KFC, Pizza Hut (chicken for its pizzas) and Taco Bell in the U.S. have met public commitments to remove antibiotics important to human medicine from our U.S. poultry supply.</li> <li>Pizza Hut U.S. is on track to remove antibiotics important to human medicine from chicken used for wings by 2022.</li> <li>Taco Bell aims to reduce antibiotics important to human health in its U.S. and Canada beef supply chain by 25% by 2025 and plans to share progress in 2022.</li> <li>Continuing to engage with beef suppliers to gather data and educate about commitments.</li> </ul>
Responsible Marketing	Seek continuous improvements in sustainable production systems that protect human, animal and environmental health as stated in our holistic Sustainable Animal Protein Principles & Good Antimicrobial Stewardship Program.	<ul style="list-style-type: none"> <li>KFC introduced new global chicken welfare KPIs as a key step on its animal welfare journey.</li> <li>Taco Bell U.S. continues to source 100% cage-free eggs and egg ingredients in the U.S. and Canada.</li> </ul>
	Promote transparency about our food through responsible labeling and advertising practices in our restaurants and beyond.	Limit marketing communications to children under 12.  Yum! Brands follows U.S. and international guidelines to avoid marketing to children.





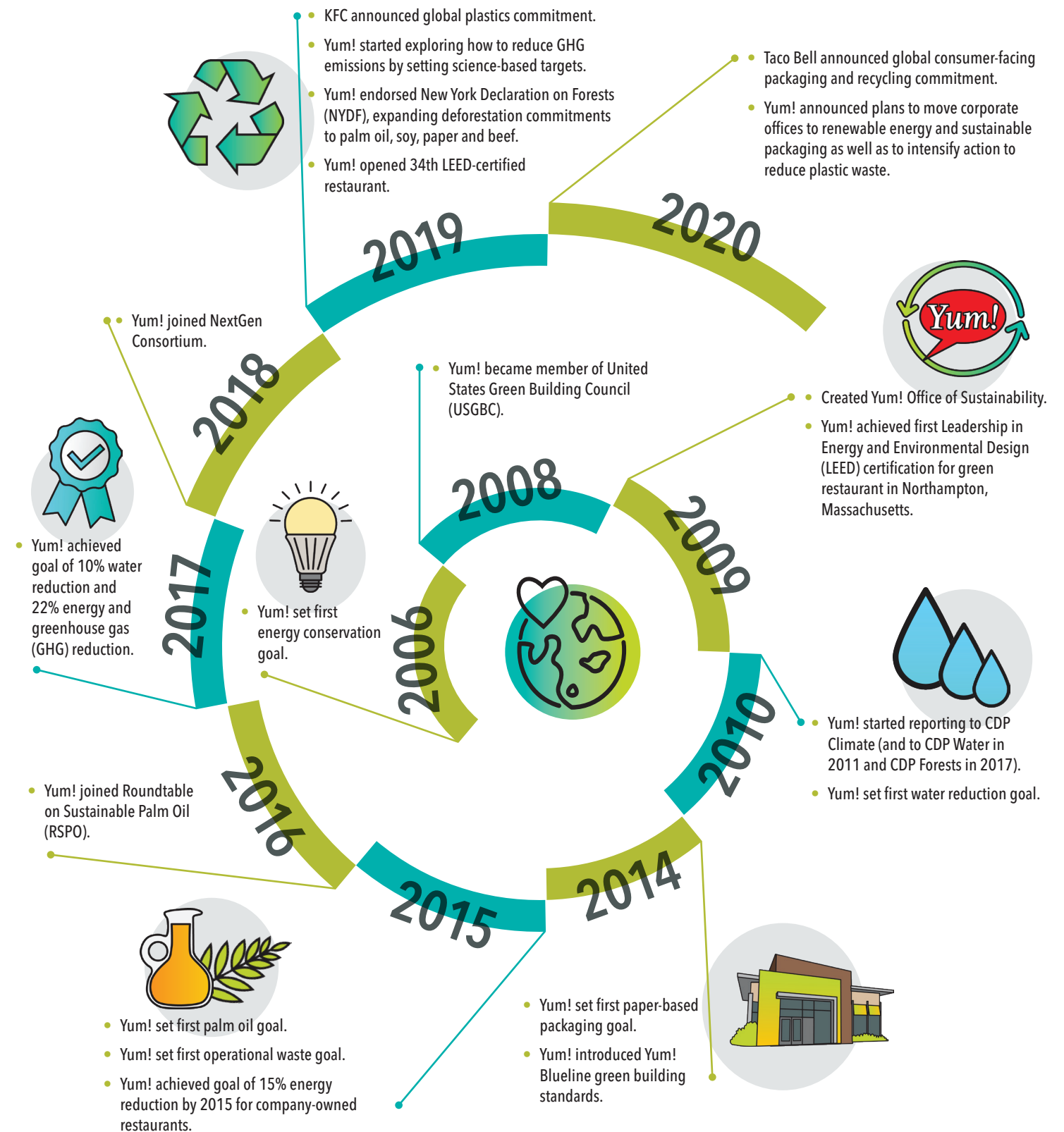
# PLANET

## We Grow Sustainably

We are balancing business growth with environmental sustainability. With the Yum! franchise system opening new restaurants every day, it's important that we use our scale for good to minimize the environmental impact of our restaurants and supply chain.



## Our Planet Journey



# RECIPE NOTES

Sustainability Solutions Driven by Data



with Jon Hixson,  
Yum! Vice President of Global Government  
Affairs & Sustainability



**Q: How has Yum!’s approach to environmental issues changed in recent years?**

**A:** We’ve made strong progress on our sustainability agenda through efforts to operate green buildings and foster a responsible supply chain. Now, we’re taking a more focused look at climate change, the most important environmental issue that we manage and the one that encompasses all other issues. We’re asking ourselves questions like, “What are a global restaurant company’s most significant contributions to climate change?” and, “How can Yum! mitigate our impact and be part of the solution?”

**Q: Where are you finding answers to these questions?**

**A:** Yum! learned much from our research on setting science-based targets (SBTs) for GHG emissions. Our research project involved six phases of work, which ultimately outline a path for Yum! to reduce our emissions to levels aligned with the Paris Agreement to limit global warming to 1.5 degrees Celsius. We are working with a third-party partner to assess our current GHG footprint and identify the most promising abatement measures, both in terms of GHG reduction potential and cost of implementation.

**Q: Supply chain emissions can be complex to manage because they involve many variables that are beyond your control. How will Yum! address these indirect climate impacts?**

**A:** Prioritization and focus are important when it comes to addressing climate issues. Emissions from purchased goods and our buildings account for about 94% of our Scope 3 emissions. Within purchased goods of food, more than three-fourths of those emissions are from beef, dairy and chicken. In terms of absolute GHG emissions, one of our largest areas of focus must be our U.S. food supply chain where we purchase large volumes of beef, dairy and chicken. We also know that the impact is greater when animals are raised on or receive feed ingredients from freshly deforested or converted land. As part of our risk assessment and strategy, we reviewed research and data from the United Nations’ Food and Agriculture Office, which monitors the emissions from Land Use, Land Use Change and Forestry (LULCF). After looking at global food systems emissions, carbon sinks and LULCF, we developed strategic priorities for our work on climate change and sustainability (see chart on pg. 27).

We continue to engage with and improve all elements of our supply chain. In addition, through review of our own supply chain and global research, we will focus on the U.S. and a handful of tropical regions in Asia and Latin America that are critical to the world’s food supply. In partnership with WWF, we are exploring ways to identify and remove deforestation in our supply chain, which includes both shifting our sourcing and engaging with suppliers in higher-risk areas to promote more sustainable practices. It’s this kind of thinking that will allow Yum! to address climate change in a truly holistic way.

## Climate Change Management

Of the issues that Yum! must manage, climate change is among the most urgent and important. Our company is in the process of developing science-based targets (SBTs). These targets will build on our decade-long track record of making progress and will help ensure that we continue to make progress in the most impactful ways possible. This includes impact areas both within our business, such as the efficiency of our offices and restaurants, and within our supply chain, such as the agricultural and land use practices employed when it comes to beef, chicken and dairy. The submission of our SBTs for third-party review is expected to be complete by the end of 2020.

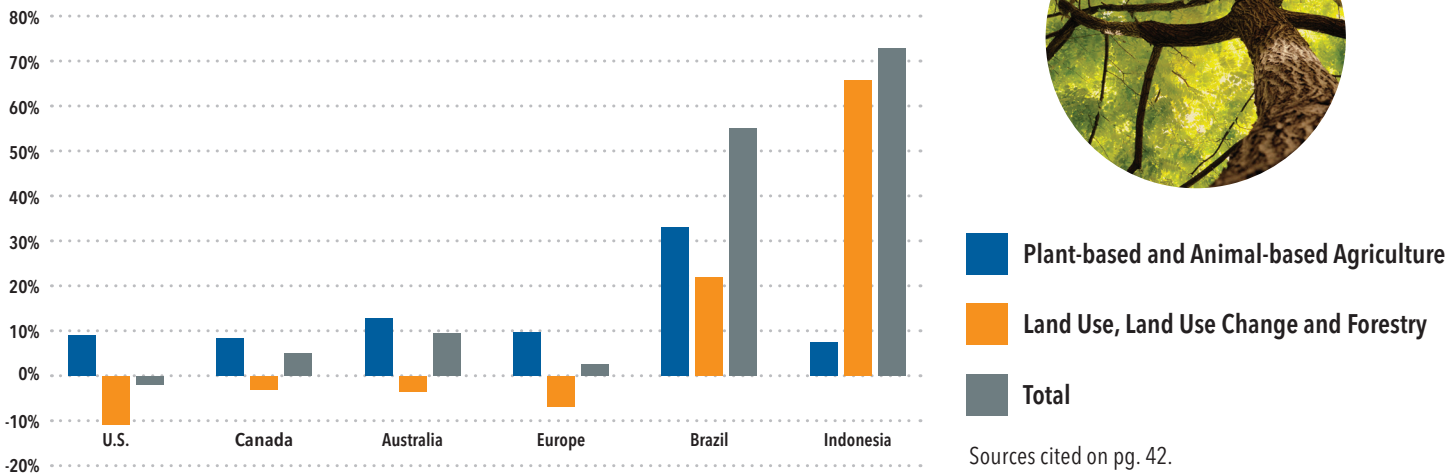
### Yum!’s Path to a Science-Based Target



## Renewable Energy

In 2020, we achieved our goal to shift our corporate U.S. offices to **100% renewable energy** as a continued investment in green power. Additionally, markets around the world continue to leverage green technology. In Australia, 12 restaurants use on-site solar generation with a capacity of 279KW.

### Food System Contribution to National GHG Emissions





## Forest Stewardship

We have long been committed to reducing our environmental impact by minimizing deforestation risk. To support further progress toward [no deforestation](#) and using our scale to positively impact the broader industry, we [endorsed](#) the New York Declaration on Forests (NYDF) and the private sector goal of eliminating deforestation from the production of agriculture commodities such as palm oil, soy, paper and beef products no later than 2020, halving the rate of loss of natural forest globally by 2020 and striving to end natural forest loss by 2030. To meet this goal, we must strengthen our efforts related to all four of our key commodities: timber, palm, soy and beef.



### Timber

We are making solid progress toward our goal, currently at 76%, to purchase 100% of our paper-based packaging with fiber from responsibly managed forests and recycled sources by the end of 2020.



### Beef

A key part of our strategy is sourcing beef from areas of low risk when it comes to deforestation. Beef sourced from Brazil is associated with a high risk of tropical deforestation. In 2019, less than 1% of beef served at Yum! restaurants was reported to come from this region.



### Palm

In 2019, we achieved our goal of sourcing 100% of palm oil used for cooking from responsibly managed sources, with third-party certification from the Roundtable on Sustainable Palm Oil (RSPO).



### Soy

Soy, which is often used in chicken feed, contributes to deforestation in certain parts of the world. We will focus initially on the direct sourcing of poultry purchasing from high risk areas. In 2019, 100% of Brazilian feed mills in our supply chain were audited as compliant in aligning with the Amazon Soy Moratorium.

## Palm Oil Traceability

In line with our continued commitment to transparency, Yum!'s crude palm oil (CPO) mill list is available as a part of our [CDP filing](#). In addition, for our disclosed suppliers, the following companies are all members of the RSPO and offer publicly available traceability programs for palm oil refineries and CPO mills:

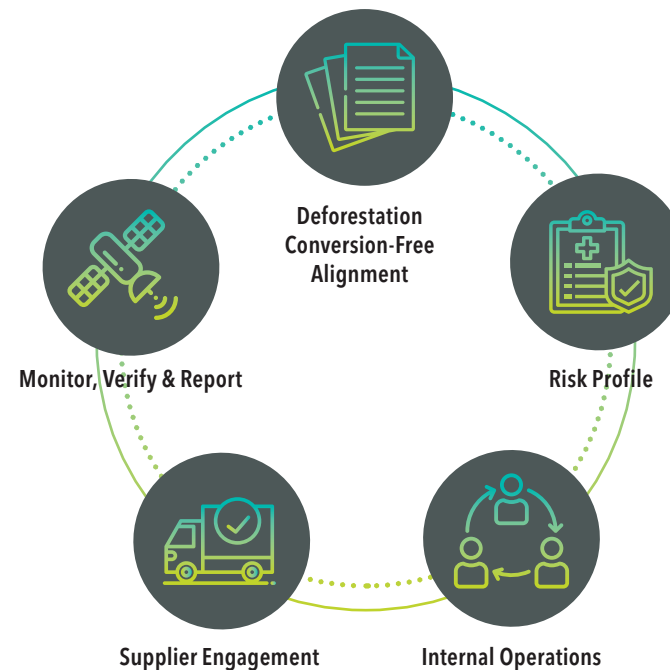
- [Wilmar](#)
- [Sime Darby](#)
- [Cargill](#)
- [CPI](#)
- [KLK](#)
- [Apical](#)



## Sustainable Soy Sourcing

When it comes to our sustainable soy sourcing journey, we are working to better understand this supply chain so we can provide more transparency and help identify risk over time, with an initial focus on the direct sourcing of poultry purchasing. We recognize that the soy supply chain is very complex, and the process for accessing data and accurately reporting will require a phased approach.

### Five Elements of Supply Chain Management



Our ongoing work with WWF and the Accountability Framework for an ethical supply chain will be critical to guiding our path forward, which will include setting commitments, taking action and demonstrating progress in regard to our deforestation-free commitment, traceability and monitoring and verification.

## Waste Reduction

Yum! is committed to first reducing, and then mindfully reusing or recycling the waste generated at our restaurants. Making meaningful progress in this area requires us to confront a number of challenges, from a changing global recycling market to a patchwork of regulations in the U.S. and countries worldwide. We are working across our industry on solutions as a member of the Sustainable Packaging Coalition and NextGen Consortium. At the same time, packaging engineers at each of our brands are innovating solutions. At the Yum! corporate and brand levels, we plan to reach a number of packaging waste milestones over the next several years:

- 2020** By the end of the year, [all plastic packaging](#) used at our corporate headquarters will be reusable, recyclable or compostable.
- 2022** We will remove [Styrofoam and expanded polystyrene](#) from packaging at all KFC, Pizza Hut and Taco Bell locations globally.
- 2025** [Taco Bell](#) will make all its consumer-facing packaging recyclable, compostable or reusable, eliminate any PFAS, phthalates and BPA from its packaging, and add recycling and/or composting bins to restaurants globally where infrastructure permits.
- 2025** [KFC](#) will make all plastic-based, consumer-facing packaging recoverable or reusable globally.

To meet its goal, KFC has developed a roadmap that includes partnering with major suppliers and franchisees globally to identify plastic alternatives in each market. The brand is currently conducting an audit of existing systems, partnering with suppliers to identify sustainable packaging alternatives and setting market-specific goals to reduce, reuse and recycle. Several markets have already announced and implemented commitments, such as plastic straw bans in Singapore, Romania, France and Canada and removal of consumer plastic bags from KFC restaurants in India.

Taco Bell is making progress by adding recycling and composting bins to its restaurants where infrastructure permits. The brand has committed to making all cups recyclable by 2021 as an interim goal. It is also in the process of reducing the number of packaging items in its portfolio while reducing the weight of packaging it purchases in a given year through design efficiencies and light-weighting.

## Water Consumption

Yum! has a long history of working to reduce water consumption, and we continue to focus our efforts on high water-stressed areas. An important step forward in 2019 was the completion of an enterprise-wide water risk assessment of our 50,000 restaurant locations worldwide. We used the WRI Aqueduct Water Risk Atlas to map and analyze our restaurant locations, and the assessment identified more than 150 restaurants located in high-risk water basins around the world. The assessment is helping to inform our water strategy moving forward when it comes to projecting 2030 water stress that considers physical, regulatory and reputational risks.





PLANET 2019 Performance Summary

Goal		Status
Green Buildings	 <b>Reduce</b> average restaurant energy and GHG emissions by an additional <b>10%</b> , from our 2017 baseline, by the end of 2025.	<ul style="list-style-type: none"><li>Since 2018, we reduced our company GHG emissions 8.5% on a per-restaurant average.</li><li>In 2019, our system environmental efforts for restaurants avoided the release of 723,922 MTCO<sub>2</sub>e, the equivalent of the annual emissions of 156,399 passenger vehicles driven for a year.</li></ul>
	Yum!'s corporate U.S. offices will use <b>100%</b> renewable energy by the end of 2020.	We purchased renewable energy credits, entered into a power purchasing agreement to offset our electricity use and are exploring onsite options for the future.
	 Reduce average restaurant water consumption by <b>10%</b> , from our 2017 baseline, by the end of 2025.	<ul style="list-style-type: none"><li>Since 2017, water consumption on a per-restaurant basis has increased due to the use of expanded reporting and more usage.</li><li>In 2019, our conservation measures helped avoid the use of <b>295,905,766</b> gallons of water.</li><li>The World Resources Institute, Aqeduct 3.0, determined <b>17%</b> of our restaurants are located in areas of high water risk.</li></ul>
	Divert <b>50%</b> of back-of-house operational waste, measured by weight, generated in our U.S. restaurants by the end of 2020. 	<ul style="list-style-type: none"><li>In 2019, we estimate that <b>964,739</b> tons of solid material was removed from our U.S. restaurants and we avoided the disposal of <b>20%</b> of that waste.</li><li>Taco Bell will add recycling and/or composting bins to restaurants where infrastructure permits.</li><li>KFC Australia diverted about <b>40%</b> of its waste in 2019.</li></ul>
	Reduce food loss waste <b>50%</b> by 2030 in accordance with U.S. Food Loss and Waste 2030 Champions.	Yum! Brands and our franchisees donated <b>5.95 million</b> pounds of food in 2019, with <b>33</b> countries participating.
Supply Chain	By 2025, KFC plastic-based, consumer-facing packaging will be recoverable or reusable globally. By 2025, Taco Bell consumer-facing packaging will be recyclable, compostable or reusable globally with chemical additives of concern removed. As intermediate steps, Taco Bell is committed to making all cups recyclable by 2021, and Yum! will remove Styrofoam and expanded polystyrene from all packaging by 2022, as well as meet the goal in its U.S. corporate offices by the end of 2020.	<ul style="list-style-type: none"><li>The first global survey of purchased plastics was conducted to collect 2019 data. While there is still work to do when it comes to refining our data collection, approximately <b>18%</b> of resins come from recycled sources, <b>14%</b> pre-consumer and <b>4%</b> post-consumer. Expanded polystyrene, of which Styrofoam is a component, consists of 2% of the reported plastic used by our system.</li><li>KFC markets are working with suppliers to identify, test and implement solutions. Some markets, including Canada, France, Romania and Singapore, have implemented plastic straw bans.</li></ul>
	Source <b>100%</b> of palm oil used for cooking from responsible and sustainable sources by the end of 2019.	In 2019, <b>100%</b> of palm oil used for cooking was certified sustainable by the Roundtable for Sustainable Palm Oil. We continue to look for opportunities to reduce the environmental footprint of our palm oil use.
	Purchase <b>100%</b> of our paper-based packaging with fiber from responsibly managed forests and recycled sources by the end of 2020.	In 2019, an estimated total of <b>76%</b> of fiber came from certified forests or recycled sources.
	Endorsed the New York Declaration on Forests (NYDF) and the private sector goal of eliminating deforestation from the production of agriculture commodities such as palm oil, soy, paper and beef products no later than 2020; halving the rate of loss of natural forest globally by 2020; and striving to end natural forest loss by 2030.	<ul style="list-style-type: none"><li>In 2019, <b>100%</b> of Brazilian feed mills in our supply chain were audited as compliant in aligning with the Amazon Soy Moratorium to help protect tropical forests.</li><li><b>99%</b> of our reported beef supply was sourced from origins of low-risk tropical deforestation in 2019.</li><li>In 2019, we disclosed information on our beef usage through CDP Forests.</li></ul>

2019 GRI INDEX

The 2019 Global Citizenship & Sustainability Report is prepared according to Global Reporting Initiatives (GRI) Standards Core option. GRI is the most widely recognized framework for sustainability reporting.

GRI Standards

Disclosure Number	Disclosure Title	Response
GRI 102: GENERAL DISCLOSURES		
Organizational profile		
102-1	Name of the organization	Yum! Brands, Inc. <a href="#">2019 Form 10-K, Cover Page</a>
102-2	Activities, brands, products, and services	Yum! does not intentionally sell items that are banned in individual markets. <a href="#">2019 Form 10-K, pg. 3</a>
102-3	Location of headquarters	Louisville, Kentucky <a href="#">2019 Form 10-K, pg. 3</a>
102-4	Location of operations	As of December 31, 2019, there were 50,150 restaurants in <a href="#">152 countries and territories</a> . <a href="#">2019 Form 10-K, pg. 3</a> <a href="#">Yum! Brands, Inc. Historical Financial Summary</a>
102-5	Ownership and legal form	Publicly traded company <a href="#">2019 Form 10-K, Cover Page</a>
102-6	Markets served	As of December 31, 2019, there were 50,150 restaurants in 152 countries and territories. <a href="#">2019 Form 10-K, pg. 3</a>
102-7	Scale of the organization	Total Number of Employees: <a href="#">2019 Form 10-K, pg. 7</a> Total Number of Operations: <a href="#">2019 Form 10-K, pg. 3</a> Net Revenues: <a href="#">2019 Form 10-K, pg. 24</a> Quality of Products or Services Provided: <a href="#">2019 Form 10-K, pgs. 3-7</a>
102-8	Information on employees and other workers	<a href="#">Workforce Diversity Report</a> <a href="#">2019 Form 10-K, pg. 7</a>
102-9	Supply chain	<a href="#">2019 Form 10-K, pg. 5</a>
102-10	Significant changes to the organization and its supply chain	On March 18, 2020, we completed the acquisition of The Habit Burger Grill, whose operations will be included in future reporting cycles.
102-11	Precautionary Principle or approach	Yum! does not have an official policy as it pertains to the precautionary principle, but we do assess risks across our organization. Approach - Risk & Issue Management, pg. 6 <a href="#">2019 Form 10-K, pgs. 7-18</a>
102-12	External initiatives	<a href="#">Alliance on Foodborne Illness</a> <a href="#">Better Buildings Alliance</a> <a href="#">CDC Antimicrobial Resistance Challenge</a> <a href="#">CEO Action for Diversity &amp; Inclusion</a> <a href="#">Dairy Sustainability Alliance</a> <a href="#">Food Waste Reduction Alliance</a> <a href="#">Multi-Cultural Foodservice &amp; Hospitality Alliance</a> <a href="#">New York Declaration on Forests</a> <a href="#">NextGen Consortium</a> <a href="#">MIT Solve</a> <a href="#">One Health</a> <a href="#">Paradigm for Parity</a> <a href="#">Roundtable on Sustainable Palm Oil</a> <a href="#">Sustainable Packaging Coalition</a> <a href="#">Sustainable Palm Oil</a> <a href="#">The Consortium</a> <a href="#">The Paper Cup Recovery and Recycling Group</a> <a href="#">U.S. Green Building Council's Leadership in Energy and Environmental Design</a> <a href="#">U.S. Roundtable for Sustainable Poultry &amp; Eggs</a> <a href="#">U.S. Roundtable on Sustainable Beef</a> <a href="#">We Are All Human - The Hispanic Promise</a> <a href="#">Women's Foodservice Forum</a> <a href="#">World Resources Institute</a> <a href="#">World Wildlife Fund</a>
102-13	Membership of associations	Trade Association and Policy-Based Organization Support Approach - Stakeholder Engagement, pg. 8



Strategy		
102-14	Statement from senior decision-maker	A Message From David Gibbs, pg. 4
Strategy		
102-15	Key impacts, risks, and opportunities	A Message From David Gibbs, pg. 4 Approach - Materiality, pg. 7 <a href="#">CDP-Climate Change</a> , 2020 Response <a href="#">CDP-Water Security</a> , 2020 Response <a href="#">CDP-Forests</a> , 2020 Response People-2019 Performance Summary, pg. 17 Food-2019 Performance Summary, pg. 23 Planet-2019 Performance Summary, pg. 30
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behavior	People-2019 Performance Summary, pg. 17 <a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
102-17	Mechanisms for advice and concerns about ethics	<a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
Governance		
102-18	Governance structure	Approach - ESG Governance, pg. 6 2020 <a href="#">Proxy Statement</a> , pgs. 24-25
Stakeholder Engagement		
102-40	List of stakeholder groups	Approach - Stakeholder Engagement, pg. 8
102-41	Collective bargaining agreements	As of December 31, 2019, approximately 1.7% of employees reported to be represented by an independent trade union or covered by collective bargaining agreements.
102-42	Identifying and selecting stakeholders	Approach - Stakeholder Engagement, pg. 8 Stakeholder Engagement
102-43	Approach to stakeholder engagement	Approach - Stakeholder Engagement, pg. 8 Stakeholder Engagement
102-44	Key topics and concerns raised	Approach - Stakeholder Engagement, pg. 8 Stakeholder Engagement
Reporting Practice		
102-45	Entities included in the consolidated financial statements	<a href="#">2019 Form 10-K</a> , <a href="#">pg. 3</a>
102-46	Defining report content and topic Boundaries	Approach - Materiality, pg. 7
102-47	List of material topics	Approach - Materiality, pg. 7
102-48	Restatements of information	Yum! has no restatements of information to report.
102-49	Changes in reporting	About this Report, pg. 42
102-50	Reporting period	About this Report, pg. 42
102-51	Date of most recent report	The 2018 Global Citizenship & Sustainability Progress Update was released July 30, 2019.
102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	Please send comments or questions about this report to <a href="mailto:citizenship@yum.com">citizenship@yum.com</a> .
102-54	Claims of reporting in accordance with the GRI Standards	About this Report, pg. 42
102-55	GRI content index	2019 GRI Index, pgs. 31-41

102-56	External assurance	Our GHG Emissions and Water Withdrawal for the year ending December 31, 2019 has been verified by an independent third-party accountant to be presented in accordance with the WRI/ WBCSD Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition for Scope 1 and 3 and the WRI/WBCSD Greenhouse Gas Protocol Scope 2 Guidance; an amendment to the GHG protocol Corporate Standard and the Water Withdrawal using attestation standards established by the American Institute of Certified Public Accountants (AICPA). <a href="#">View a copy of the report</a> . We do not currently seek external assurance for our report.
--------	--------------------	---

GRI 200: ECONOMIC

GRI 201: Economic Performance

103-1	Explanation of the material topic and its Boundary	<a href="#">2019 Form 10-K</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	<a href="#">2019 Form 10-K</a> , <a href="#">pg. 52</a>
201-2	Financial implications and other risks and opportunities due to climate change	<a href="#">CDP-Climate Change</a> , 2020 Response <a href="#">CDP-Water Security</a> , 2020 Response <a href="#">CDP-Forests</a> , 2020 Response

GRI 205: Anti-corruption

103-1	Explanation of the material topic and its Boundary	Yum! Brands' success is built on the integrity and high ethical standards of our employees. Our Global Code of Conduct is the foundation for the way that we conduct ourselves and do business throughout the world. Every year, our board of directors and Yum!'s 4,000 most senior employees must certify in writing that they have read and understand the code and compile a conflicts of interest questionnaire. The code is available online in seven languages.  <a href="#">Yum! Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
205-3	Confirmed incidents of corruption and actions taken	There were no confirmed incidents of corruption during 2019.

GRI 206: Anti-competitive Behavior

103-1	Explanation of the material topic and its Boundary	<a href="#">Yum! Global Code of Conduct</a> <a href="#">2019 Form 10-K</a> , <a href="#">pg. 6</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
206-1	Legal actions for anti-competitive behavior, anti-trust and monopoly practices	No legal actions were taken for anti-competitive behavior, anti-trust or monopoly practices during 2019.

GRI 300: ENVIRONMENTAL

GRI 301: Materials

103-1	Explanation of the material topic and its Boundary	Yum!'s sustainable sourcing policies seek to encourage the production of sustainable raw materials that support the environment and the communities that supply them. We are focused on eliminating deforestation in our global supply chains through key commodities of palm oil, paper, beef and soy, as well as encouraging the more responsible use and production of plastics to benefit the planet.  Planet - Forest Stewardship, Palm Oil, Sustainable Soy, Waste Reduction, pgs. 28-29 Planet - 2019 Performance Summary, pg. 30 <a href="#">CDP Forests 2020 Response</a> <a href="#">Global Forest Stewardship Policy</a> <a href="#">Palm Oil Policy</a> <a href="#">Paper-based Packaging Sourcing Policy</a> <a href="#">Sustainable Packaging Policy</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

301-2	Recycled input materials used	As part of our approach to sustainable materials, we encourage the use of recycled sources of material in packaging and servicewares as feasible and as allowed by local regulations. Most of these are either fiber or plastic-based and a directional estimate of used recycled input materials is provided below for each category. We collect this data as part of our annual sustainability survey and will continue to refine our data collection process.  Fiber from recycled sources: 29% Plastic resins from recycled sources: 33%
-------	-------------------------------	---

GRI 302: Energy

103-1	Explanation of the material topic and its Boundary	Planet - Renewable Energy, pg. 27, Planet - 2019 Performance Summary, pg. 30 <a href="#">CDP Climate Change 2020 Response</a>		
103-2	The management approach and its components			
103-3	Evaluation of the management approach			
302-1	Energy consumption within the organization	Energy Consumption from Renewable Sources	Energy Consumption from Non-Renewable Sources	Total Energy Consumption
		Consumption of Fuel (MWh)	-	108,961
		Consumption of purchased of acquired electricity (MWh)	76,668	212,674
		Consumption of purchased or acquired heat (MWh)	-	11,607
		Consumption of purchased or acquired steam (MWh)	-	-
		Consumption of purchased or acquired cooling (MWh)	-	-
		Consumption of self-generated non-fuel renewable energy (MWh)	285	-
		Total energy consumption (MWh)	76,953	333,242
		Total energy consumption (GJ)	277,031	1,199,671
		For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a> .		

302-2	Energy consumption outside of the organization	Total energy consumption for franchise restaurants is estimated to be 67,382,730 GJ. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a> .
302-3	Energy Intensity	Based on the total energy consumed for company-owned and franchise restaurants (including company offices), the energy intensity ratio is 1,400 GJ/restaurant. This includes all types of energy that we use.
302-4	Reduction of energy consumption	The anticipated annual quantity of reductions in energy consumption that will be achieved as a result of conservation and efficiency measures are 762,912 GJ. This includes company-owned and franchise restaurants and includes all types of energy that we use. This estimation does not include materialized savings realized from activities contributing to savings from prior years. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a> .

GRI 303: Water and Effluents

103-1	Explanation of the material topic and its Boundary	Planet - Water Consumption, pg. 29, 2019 Performance Summary, pg. 30 <a href="#">CDP Water Security 2020 Response</a>		
103-2	The management approach and its components			
103-3	Evaluation of the management approach			
303-1	Interactions with water as a shared resource	Planet - Water Consumption, pg. 29, 2019 Performance Summary, pg. 30 <a href="#">CDP Water Security 2020 Response</a>		

303-2	Management of water discharge-related impacts	Planet - Water Consumption, pg. 29, 2019 Performance Summary, pg. 30 <a href="#">CDP Water Security 2020 Response</a>
303-3	Water withdrawal	Total company withdrawals for the reporting year are estimated to be 2,175.45 ML. All material withdrawals are from freshwater, third-party systems. Total water withdrawal for company locations located in water-stressed areas, as defined by WRI Aqueduct, is estimated to be 364.60 ML. For information regarding standards, methodologies, assumptions and calculations refer to our <a href="#">CDP Water Security 2020 Response</a> .
303-4	Water discharge	Total company discharges for company locations for the reporting year are estimated to be 1,857.3 ML. All material withdrawals are from third-party systems. Material discharges to third-party water are estimated to be 1,226.32 ML and discharges to groundwater are 630.99 ML. Total water discharges for company locations located in water-stressed areas, as defined by WRI Aqueduct, are estimated to be 35.545 ML to third-party water and 19.14 ML to groundwater. Groundwater discharges are for irrigation. Discharges are fresh water.  We seek to follow all local laws and regulations for frequency of monitoring, should it be required. Restaurants are designed to produce discharges of an acceptable quality for treatment by municipal facilities. Municipalities test discharge according to their regulations. Adherence to local laws is typically controlled by regulatory permits. The organization was not subject to any material penalties relating to wastewater regulations in the reporting year.  For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Water Security 2020 Response</a> .
303-5	Water consumption	Total company water consumption for the reporting year is estimated to be 318.14 ML. Total consumption for company locations in water-stressed areas, as defined by WRI Aqueduct, is estimated to be 54.69 ML. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Water Security 2020 Response</a> .

GRI 305: Emissions

103-1	Explanation of the material topic and its Boundary	Planet - Our Planet Journey, pg. 25; Recipe Notes: Sustainability Solutions Driven by Data, Climate Change Management, pgs. 26-27; 2019 Performance Summary, pg. 30
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
305-1	Direct (Scope 1) GHG emissions	<p>Gross Direct (Scope 1) GHG emissions: 23,544.71 MT CO<sub>2</sub>e (location based), <a href="#">CDP Climate Change 2020 Response</a>, pg. 27</p> <p>GHG emissions include four of the seven greenhouse gases covered by the Kyoto Protocol – carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), nitrogen trifluoride (NF<sub>3</sub>) and sulphur hexafluoride (SF<sub>6</sub>) emissions are not included in our reporting, as we do not use coolants that generate these greenhouse gases. Biogenic carbon is not relevant to our Scope 1 GHG emissions. Source emission factors can be viewed in our <a href="#">Statement of Greenhouse Gas Emissions and Water Withdrawal</a>. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a>, pgs. 25-26.</p>
305-2	Energy indirect (Scope 2) GHG emissions	<p>Gross Indirect (Scope 2) GHG emissions: 140,341.33 MT CO<sub>2</sub>e (location based), <a href="#">CDP Climate Change 2020 Response</a>, pg. 27</p> <p>Gross Indirect (Scope 2) GHG emissions: 144,312.92 MT CO<sub>2</sub>e (market based), <a href="#">CDP Climate Change 2020 Response</a>, pg. 27</p> <p>GHG emissions include four of the seven greenhouse gases covered by the Kyoto Protocol – carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), nitrogen trifluoride (NF<sub>3</sub>) and sulphur hexafluoride (SF<sub>6</sub>) emissions have been omitted from our Scope 2 reporting, as we do not generate material quantities of these greenhouse gases. Per the GHG Protocol, biogenic emissions are omitted since grid factors are used. Source emission factors can be viewed in our <a href="#">Statement of Greenhouse Gas Emissions and Water Withdrawal</a>. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a>, pgs. 25-26.</p>

305-3	Other indirect (Scope 3) GHG emissions	<p>Other indirect (Scope 3) GHG emissions: 36,159,737.13 MT CO<sub>2</sub>e, <a href="#">CDP Climate Change 2020 Response</a>, pgs. 27-31</p> <p>This total is comprised of the applicable category totals as follows:</p> <ul style="list-style-type: none"><li>• Purchased Goods and Services (Food, Cooking Oil, Plastic Service Wares, Fiber-Based Packaging): 25,929,374 MT CO<sub>2</sub>e</li><li>• Franchisees (Buildings Scope 1 and 2): 7,883,091 MT CO<sub>2</sub>e</li><li>• Upstream Transportation and Distribution: 1,058,626 MT CO<sub>2</sub>e</li><li>• Waste Generated in Operations: 778,577 MT CO<sub>2</sub>e</li><li>• Downstream Transportation and Distribution: 394,335 MT CO<sub>2</sub>e</li><li>• End of Life Treatment of Sold Products: 92,815 MT CO<sub>2</sub>e</li><li>• Business Travel: 22,919 MT CO<sub>2</sub>e</li></ul> <p>GHG emissions include four of the seven greenhouse gases covered by the Kyoto Protocol – carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), nitrogen trifluoride (NF<sub>3</sub>) and sulphur hexafluoride (SF<sub>6</sub>) emissions have been omitted from our reporting, as we do not generate material quantities of these greenhouse gases. Biogenic emissions, included in the totals above, resulting from Waste Generated in Operations and End of Life Treatment, are estimated at 864,033 MT. Source emission factors can be viewed in our <a href="#">Statement of Greenhouse Gas Emissions and Water Withdrawal</a>. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a>, pgs. 27-31.</p>
305-4	GHG emissions intensity	<p>GHG emissions intensity: 0.00029 MT CO<sub>2</sub>e per unit total revenue for Scope 1 and 2 emissions</p> <p>GHG emissions intensity: 185 MT CO<sub>2</sub>e per restaurant (based on average restaurant count) for Scope 1 and 2 emissions</p> <p>For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a>, pgs. 25-31.</p>
305-5	Reduction of GHG emissions	<p>The anticipated annual quantity of reductions in GHG emissions that will be achieved as a result of conservation and efficiency measures implemented during the reporting year was 716,717 MT CO<sub>2</sub>e. This includes equity and franchise restaurants and includes all resulting gases. This estimate does not include materialized savings realized from activities contributing to savings from prior years. For information regarding standards, methodologies, assumptions and calculations, refer to our <a href="#">CDP Climate Change 2020 Response</a>, pgs. 21-25.</p>
305-6	Emission of ozone-depleting substances	<p>We do not produce ozone depleting substances (ODS). However, we do use refrigeration and air conditioning that contains ODS, and as while the equipment is operating according to manufacturer specifications, small amounts of leakage does occur. We estimate the following:</p> <ul style="list-style-type: none"><li>• Scope 1 HFC: 1.11 MT</li><li>• Scope 2 HFC: not applicable</li><li>• Scope 3 HFC (franchise restaurants): 46.22 MT</li></ul> <p>Source emission factors can be viewed in our <a href="#">Statement of Greenhouse Gas Emissions and Water Withdrawal</a>.</p>
305-7	Nitrogen oxides, sulfur oxides and other significant air emissions.	<p>The release of nitrous oxide and methane are calculated and included in our total MT CO<sub>2</sub>e calculations. The quantities of these gases are as follows:</p> <ul style="list-style-type: none"><li>• Scope 1 CH<sub>4</sub>: 14.49 MT</li><li>• Scope 2 CH<sub>4</sub>: 3.64 MT</li><li>• Scope 3 CH<sub>4</sub>: 755.82 MT</li><li>• Scope 1 N<sub>2</sub>O: 0.17 MT</li><li>• Scope 2 N<sub>2</sub>O: 2.17 MT</li><li>• Scope 3 N<sub>2</sub>O: 22.90 MT</li></ul> <p>Perfluorocarbons (PFCs), nitrogen trifluoride (NF<sub>3</sub>) and sulphur hexafluoride (SF<sub>6</sub>) emissions is not included in our reporting, as we do not knowingly generate material quantities of these greenhouse gases. Source emission factors can be viewed in our <a href="#">Statement of Greenhouse Gas Emissions and Water Withdrawal</a>.</p>

GRI 306: Waste		
103-1	Explanation of the material topic and its Boundary	Planet - Waste Reduction, pg. 29; 2019 Performance Summary, pg. 30
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
306-1	Waste generation and significant waste-related impacts	Planet - Waste Reduction, pg. 29; 2019 Performance Summary, pg. 30
306-2	Management of significant waste-related impacts	Planet - Waste Reduction, pg. 29; 2019 Performance Summary, pg. 30
306-3	Waste generated	<p>The collection of data regarding waste is challenging, and estimates provided are based on data submitted by our U.S., Australian and United Kingdom business units and extrapolated, on a per-restaurant average basis, to provide a global view. The total weight of non-hazardous waste removed from restaurants, both company-owned and franchise, is an estimated 2,249,900 MT. We do not generate material quantities of hazardous waste. It does not account for products and packaging intended for consumer consumption outside of the restaurants. Although there is variation between brands and geographic localities, our analysis yields the following order of magnitude divisions, based on percentages, of generated waste from within restaurants:</p> <ul style="list-style-type: none"><li>• Organic waste: 899,960 MT</li><li>• Corrugated cardboard: 337,485 MT</li><li>• Paper packaging and other paper: 337,485 MT</li><li>• Mixed plastics: 337,485 MT</li><li>• Used cooking oil: 224,990 MT</li><li>• Other: 112,495 MT</li></ul> <p>Planet - Waste Reduction, pg. 29; 2019 Performance Summary, pg. 30</p>
306-4	Waste diverted from disposal	<p>The collection of data regarding waste diverted from disposal is challenging, and estimates are limited to data submitted by our U.S., Australian and United Kingdom business. This data has not been extrapolated due to the extreme variation in global diversion infrastructure. The total weight of non-hazardous waste diverted in those markets is estimated to be 176,048 MT. This does not include diverted waste from other markets, although it is known to occur. We do not generate material quantities of hazardous waste. It does not account for products and packaging intended for consumer consumption outside of the restaurants. The recovery options are represented by the following:</p> <ul style="list-style-type: none"><li>• Recycling: 159,707 MT</li><li>• Biofuel and/or animal feed: 26,825 MT</li><li>• Food donation (in markets listed above): 2,533 MT</li></ul> <p>Planet - Waste Reduction, pg. 29; 2019 Performance Summary, pg. 30</p>

GRI 308: Supplier Environmental Assessment		
103-1	Explanation of the material topic and its Boundary	Planet, pgs. 26-30 <a href="#">Yum! Brands Global Forest Stewardship Policy</a>
103-2	The management approach and its components	<a href="#">Yum! Brands Palm Oil Policy</a> <a href="#">Yum! Brands Paper-Based Packaging Sourcing Policy</a> <a href="#">CDP-Forests, 2020 Response</a>
103-3	Evaluation of the management approach	
308-2	Negative environmental impacts in the supply chain and actions taken	Planet - Forest Stewardship, pg. 28 <a href="#">CDP-Forests, 2020 Response</a>

GRI 400: SOCIAL

GRI 401: Employment		
103-1	Explanation of the material topic and its Boundary	People, pgs. 10-17 Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20
103-2	The management approach and its components	
103-3	Evaluation of the management approach	



401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Yum! and our franchisees offer restaurant employees a range of medical benefits, childcare discounts, educational scholarships and tuition reimbursement, and gym discounts, as well as training and development opportunities. Our corporate above-restaurant employees benefit from a total rewards package that includes wellness programs, flexible working hours, a generous 401(k) match and more. Most of the employee programs and benefits are applicable in the U.S. Internationally, benefits are tailored by market and role.
-------	--	---

GRI 402: Labor/Management Relations

103-1	Explanation of the material topic and its Boundary	Yum! Brands is committed to maintaining a work environment that respects and supports human rights around the world. Our ethics and compliance program, based on our Global Code of Conduct, demands the highest ethical standards in all of our operations globally. This policy applies to all directors, officers and employees of Yum!, as well as to our international agents, consultants, joint venture partners and any other third-party representatives acting on our behalf. We respect the right of all employees to associate or not to associate with any group, as permitted by applicable laws and regulations. We require compliance with all local labor laws in every market where we operate. We have and will continue to partner with various stakeholders to collect input and help guide our human rights efforts.  <a href="#">Yum! Brands Human Rights &amp; Labor Policy</a> <a href="#">Global Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

402-1	Minimum notice periods regarding operational changes	We require our franchisees to fully comply with applicable national and/or local legal requirements for minimum notice periods regarding significant operational changes.
-------	--	---

GRI 403: Occupational Health and Safety

103-1	Explanation of the material topic and its Boundary	It is Yum!'s policy to maintain a professional, safe work environment. Suppliers are also expected to provide their employees with safe and healthy working conditions.  Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
403-1	Occupational health and safety management system	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-2	Hazard identification, risk assessment, and incident investigation	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-3	Occupational health services	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-4	Worker participation, consultation, and communication on occupational health and safety	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-5	Worker training on occupational health and safety	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-6	Promotion of worker health	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 <a href="#">Global Code of Conduct</a> , pg. 10
403-8	Workers covered by an occupational health and safety management system	All company restaurants are governed by safety standards and employees undertake training on those standards.

GRI 404: Training and Education

103-1	Explanation of the material topic and its Boundary	We sustain our winning culture by recruiting the best people and developing their potential. No matter where employees are within our organization or in their careers, continuing development is an important focus. We are proud to help restaurant employees develop skills and capabilities on the job, further their education and build successful careers. In addition to providing corporate employees with robust development plans, programs and learning platforms, we invest in them by providing meaningful roles and challenging opportunities.  People - Equity, Inclusion & Belonging, pg. 13; Unlocking Opportunity, pg. 14; 2019 Performance Summary, pg. 17
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
404-2	Programs for upgrading employee skills and transition assistance programs	People - Unlocking Opportunity Initiative, Strengthening Culture & Talent, pgs. 12-14; 2019 Performance Summary, pg. 17

GRI 405: Diversity and Equal Opportunity

103-1	Explanation of the material topic and its Boundary	People - Unlocking Opportunity Initiative, Equity, Inclusion & Belonging, pgs. 12-14; 2019 Performance Summary, pg. 17			
103-2	The management approach and its components				
103-3	Evaluation of the management approach				
405-1	Diversity of governance bodies and employees	Gender		Percent Female	Percent Male
		Board of Directors		33%	67%
		Executive		34%	66%
		Leadership		44%	56%
		Management (Restaurant and Above Restaurant)		48%	52%
		Non-Management (Above Restaurant)		54%	46%
		Non-Management (Restaurant)		55%	45%
		Age Group	Percent Under 30	Percent 30-50	Percent over 50
		Board of Directors	0%	8%	92%
		Total Employees	59%	31%	10%
		Above Restaurant	15%	67%	18%
		Restaurant	65%	26%	9%

405-2	Ratio of basic salary and remuneration of women to men	<p>At Yum!, we are committed to paying our employees fairly and equitably. Our pay practices are grounded in market-competitive and performance-based principles to attract, retain and reward world-class talent. We leverage tools and processes to ensure equitable pay decisions, including salary ranges and bonus targets by level, objective performance goals and ratings, and clear guidelines for merit increases, bonuses and long-term incentives tied to performance.</p> <p>In the United States, where a significant portion of our population resides, we run an annual statistical regression analysis to ensure that pay disparities by gender and ethnicity do not exist. Taking into account all job- and performance-related factors used in making pay decisions, the analysis finds we do not have any statistically significant variances in pay for any gender or ethnic group. We are committed to continuing to review and refine our practices and processes to ensure we are rewarding our employees fairly.</p>
-------	--	---



GRI 407: Freedom of Association and Collective Bargaining		
103-1	Explanation of the material topic and its Boundary	We respect the right of all employees to associate or not to associate with any group as permitted by applicable laws and regulations. Suppliers must respect the rights of workers to associate, organize and bargain collectively in a lawful and peaceful manner without penalty or interference.  <a href="#">Yum! Brands Human Rights &amp; Key Supply Chain Commitments Policy</a> <a href="#">Yum! Brands Human Rights &amp; Labor Practices Policy</a> <a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Employees and suppliers who have any concerns can report those concerns to our independent, third-party system called "The Network."
GRI 409: Forced or Compulsory Labor		
103-1	Explanation of the material topic and its Boundary	Fair employment practices do more than keep Yum! in compliance with applicable labor and employment laws. They help us attract and retain the best talent for our workforce. Yum! is committed to not using forced or compulsory labor. Suppliers are also required to follow this policy.  <a href="#">Yum! Brands Human Rights &amp; Key Supply Chain Commitments Policy</a> <a href="#">Yum! Brands Human Rights &amp; Labor Practices Policy</a> <a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Fair employment practices do more than keep Yum! in compliance with applicable labor and employment laws. They help us attract and retain the best talent for our workforce. Yum! is committed to not using forced or compulsory labor. Suppliers are also required to follow this policy. We do not view our company operations as has having significant risk for incidents related to not following this policy.  <a href="#">Yum! Brands Human Rights &amp; Key Supply Chain Commitments Policy</a> <a href="#">Yum! Brands Human Rights &amp; Labor Practices Policy</a> <a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
GRI 412: Human Rights Assessment		
103-1	Explanation of the material topic and its Boundary	<a href="#">Yum! Brands Human Rights &amp; Key Supply Chain Commitments Policy</a> <a href="#">Yum! Brands Human Rights &amp; Labor Practices Policy</a> <a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
412-2	Employee training on human rights policies or procedures	The total number of hours devoted to training on issues relating to human rights policies and the treatment of individuals was estimated to be 140,000 in the reporting year. This total covers employees, franchisees and suppliers. This covers approximately 23% of our full-time employee count at the end of the year.  People - 2019 Performance Summary, pg. 17
GRI 414: Supplier Social Assessment		
103-1	Explanation of the material topic and its Boundary	Food - 2019 Performance Summary, pg. 23 <a href="#">Yum! Brands Human Rights &amp; Key Supply Chain Commitments Policy</a> <a href="#">Yum! Brands Human Rights &amp; Labor Practices Policy</a> <a href="#">Global Code of Conduct</a> <a href="#">Supplier Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

414-1	New suppliers that were screened using social criteria	Our first priority, confirmed by stakeholders as part of our materiality assessment, is to maintain an industry-leading, safe, high-quality food supply from farm to fork. Our vision is to deliver to society "Trust in Every Bite." To do this, our Food Safety Standards cover areas where key risk factors exist, such as employee health and hygiene, product handling, product temperature management, cross-contamination and more. Since 2016, Yum! has conducted more than 367,000 restaurant food safety audits. In the reporting year, we also assessed 60% of suppliers on our way to assessing 100% of Tier 1 suppliers annually by 2021.  Food - 2019 Performance Summary, pg. 23
GRI 415: Political Contributions		
103-1	Explanation of the material topic and its Boundary	We believe that it is important to discuss policies that may impact our business operations, franchisees, industry and stakeholders. We adhere to all applicable laws that govern our interactions with public officials as well as our own Code of Conduct.  Approach - Policies & Positions, pg. 7 <a href="#">Global Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
415-1	Political Contributions	We believe that it is important to openly discuss policies that may impact our business operations, franchisees, industry and stakeholders. We adhere to all applicable laws that govern our interactions with public officials as well as our own Code of Conduct. Direct political contributions and contributions to interest representation made by our PAC (January 1- December 31, 2019) totaled \$52,200. For detailed information regarding the contributions, please visit the <a href="#">Federal Election Commission</a> .
GRI 416: Customer Health & Safety		
103-1	Explanation of the material topic and its Boundary	Food, pgs. 18-23
103-2	The management approach and its components	Food, pgs. 18-23
103-3	Evaluation of the management approach	Food, pgs. 18-23
416-1	Assessment of the health and safety impacts of product and service categories	Our first priority, confirmed by stakeholders as part of our materiality assessment, is to maintain an industry-leading, safe, high-quality food supply from farm to fork. Our vision is to deliver to society "Trust in Every Bite." To do this, our Food Safety Standards cover areas where key risk factors exist, such as employee health and hygiene, product handling, product temperature management, cross-contamination and more. Since 2016, Yum! has conducted more than 367,000 restaurant food safety audits. In the reporting year, we also assessed 60% of suppliers on our way to assessing 100% of Tier 1 suppliers annually by 2021.  Food - 2019 Performance Summary, pg. 23
GRI 417: Marketing and Labeling		
103-1	Explanation of the material topic and its Boundary	Yum! Brands is committed to following all laws and providing guests with accurate information. Customers rely on that information to make decisions on where to dine as well as to make menu selections. Promoting transparency about our food empowers the customer to make personal choices. We follow U.S. and international guidelines to avoid marketing to children and are committed to our goal of limiting marketing communication to children under 12.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
417-3	Incidents of non-compliance concerning marketing communications	In 2019, we received a reported complaint for alleged non-compliance with advertising regulations. No actions have been taken against Yum! or its subsidiaries as a result of this pending complaint.
GRI 418: Customer Privacy		
103-1	Explanation of the material topic and its Boundary	Yum! understands that in today's digital environment, customer and employee privacy is important and we are committed to treating personal information with care. We invest significantly in tools, systems and people to help keep information secure as threats continue to evolve.  <a href="#">Yum! Brands Privacy Policy</a> <a href="#">Global Code of Conduct</a>
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Yum! Brands maintains a program to address potential security and privacy incidents. The program includes processes to meet notification or other reporting obligations under applicable local laws.

# ABOUT THIS REPORT

We remain committed to disclosing our sustainability progress. This report covers key commitments and initiatives that have been announced since our last report was published, in addition to full-year sustainability data from January 1–December 31, 2019. Data was gathered from our corporate operations, company-owned KFC, Pizza Hut and Taco Bell restaurants and select franchisees. The data do not include The Habit Burger Grill, as that acquisition was completed March 18, 2020.

This report has been prepared in accordance with the GRI Standards: Core Option. We recognize GRI as the most credible standard for reporting on environmental, social and governance issues reflecting the results of a materiality assessment. In future years, we intend to align our reporting with the SASB's sector-specific reporting framework and the Task Force on Climate-Related Financial Disclosures (TCFD)'s guidance for reporting on climate risk.

For more information about our citizenship and sustainability work, visit [yum.com/citizenship](https://yum.com/citizenship).

Please send comments or questions about this report to [citizenship@yum.com](mailto:citizenship@yum.com).

## Forward-Looking Statements

This report may contain “forward-looking statements” within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. We intend all forward-looking statements to be covered by the safe harbor provisions of the Private Securities Litigation Reform Act of 1995. Forward-looking statements generally can be identified by the fact that they do not relate strictly to historical or current facts and by the use of forward-looking words such as “expect,” “expectation,” “believe,” “anticipate,” “may,” “could,” “intend,” “belief,” “plan,” “estimate,” “target,” “predict,” “likely,” “seek,” “project,” “model,” “ongoing,” “will,” “should,” “forecast,” “outlook,” “new store opening goals” or similar terminology. These statements are based on and reflect our current expectations, estimates, assumptions and/or projections, our perception of historical trends and current conditions, as well as other factors that we believe are appropriate and reasonable under the circumstances. Forward-looking statements are neither predictions nor guarantees of future events, circumstances or performance and are inherently subject to known and unknown risks, uncertainties and assumptions that could cause our actual results to differ materially from those indicated by those statements. There can be no assurance that our expectations, estimates, assumptions and/or projections, including with respect to the future earnings and performance or capital structure of Yum! Brands, will prove to be correct or that any of our expectations, estimates or projections will be achieved.

The forward-looking statements included in this report are only made as of the date of this report, and we disclaim any obligation to publicly update any forward-looking statement to reflect subsequent events or circumstances.

## Food System Contribution to National GHG Emissions Chart Sources

<https://www.ers.usda.gov/topics/natural-resources-environment/climate-change.aspx>

[http://publications.gc.ca/collections/collection\\_2019/eccc/En81-4-1-2017-eng.pdf](http://publications.gc.ca/collections/collection_2019/eccc/En81-4-1-2017-eng.pdf)

<https://www.environment.gov.au/system/files/resources/6686d48f-3f9c-448d-a1b7-7e410fe4f376/files/nggi-quarterly-update-mar-2019.pdf>

<https://ec.europa.eu/eurostat/statistics-explained/pdfscache/16817.pdf>

[https://www.climatelinks.org/sites/default/files/asset/document/2019\\_USAID\\_Brazil%20GHG%20Emissions%20Factsheet.pdf](https://www.climatelinks.org/sites/default/files/asset/document/2019_USAID_Brazil%20GHG%20Emissions%20Factsheet.pdf)

<http://www.fao.org/gleam/results/en/>

<https://forest.jrc.ec.europa.eu/en/activities/lulucf/>





OUR RECIPE FOR  
**GOOD**

