

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. 2019 Form 10-K, Cover Page		
102-2	Activities, brands, products, and services	Yum! does not intentionally sell items that are banned in individual markets. 2019 Form 10-K, pg. 3		
102-3	Location of headquarters	Louisville, Kentucky 2019 Form 10-K, pg. 3		
102-4	Location of operations	As of December 31, 2019, there were 50,150 restaurants in 152 countries and territories . 2019 Form 10-K, pg. 3 Yum! Brands, Inc. Historical Financial Summary		
102-5	Ownership and legal form	Publicly traded company 2019 Form 10-K, Cover Page		
102-6	Markets served	As of December 31, 2019, there were 50,150 restaurants in 152 countries and territories. 2019 Form 10-K, pg. 3		
102-7	Scale of the organization	Total Number of Employees: 2019 Form 10-K, pg. 7 Total Number of Operations: 2019 Form 10-K, pg. 3 Net Revenues: 2019 Form 10-K, pg. 24 Quality of Products or Services Provided: 2019 Form 10-K, pgs. 3-7		
102-8	Information on employees and other workers	Workforce Diversity Report 2019 Form 10-K, pg. 7		
102-9	Supply chain	2019 Form 10-K, pg. 5		
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 2019 Form 10-K, pgs. 7-18		
102-12	External initiatives	<table border="0"> <tr> <td> Alliance on Foodborne Illness Better Buildings Alliance CDC Antimicrobial Resistance Challenge CEO Action for Diversity & Inclusion Dairy Sustainability Alliance Food Waste Reduction Alliance Multi-Cultural Foodservice & Hospitality Alliance New York Declaration on Forests NextGen Consortium MIT Solve One Health Paradigm for Parity </td> <td> Roundtable on Sustainable Palm Oil Sustainable Packaging Coalition Sustainable Palm Oil The Consortium The Paper Cup Recovery and Recycling Group U.S. Green Building Council's Leadership in Energy and Environmental Design U.S. Roundtable for Sustainable Poultry & Eggs U.S. Roundtable on Sustainable Beef We Are All Human - The Hispanic Promise Women's Foodservice Forum World Resources Institute World Wildlife Fund </td> </tr> </table>	Alliance on Foodborne Illness Better Buildings Alliance CDC Antimicrobial Resistance Challenge CEO Action for Diversity & Inclusion Dairy Sustainability Alliance Food Waste Reduction Alliance Multi-Cultural Foodservice & Hospitality Alliance New York Declaration on Forests NextGen Consortium MIT Solve One Health Paradigm for Parity	Roundtable on Sustainable Palm Oil Sustainable Packaging Coalition Sustainable Palm Oil The Consortium The Paper Cup Recovery and Recycling Group U.S. Green Building Council's Leadership in Energy and Environmental Design U.S. Roundtable for Sustainable Poultry & Eggs U.S. Roundtable on Sustainable Beef We Are All Human - The Hispanic Promise Women's Foodservice Forum World Resources Institute World Wildlife Fund
Alliance on Foodborne Illness Better Buildings Alliance CDC Antimicrobial Resistance Challenge CEO Action for Diversity & Inclusion Dairy Sustainability Alliance Food Waste Reduction Alliance Multi-Cultural Foodservice & Hospitality Alliance New York Declaration on Forests NextGen Consortium MIT Solve One Health Paradigm for Parity	Roundtable on Sustainable Palm Oil Sustainable Packaging Coalition Sustainable Palm Oil The Consortium The Paper Cup Recovery and Recycling Group U.S. Green Building Council's Leadership in Energy and Environmental Design U.S. Roundtable for Sustainable Poultry & Eggs U.S. Roundtable on Sustainable Beef We Are All Human - The Hispanic Promise Women's Foodservice Forum World Resources Institute World Wildlife Fund			
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 CDP-Climate Change , 2020 Response CDP-Water Security , 2020 Response CDP-Forests , 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 Global Code of Conduct Supplier Code of Conduct
102-17	Mechanisms for advice and concerns about ethics	Global Code of Conduct Supplier Code of Conduct
Governance		
102-18	Governance structure	Approach - ESG Governance, pg. 6 2020 Proxy Statement , 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	2019 Form 10-K , pg. 3
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 citizenship@yum.com.
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). View a copy of the report. We do not currently seek external assurance for our report.
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GRI 200: ECONOMIC

GRI 201: Economic Performance

103-1	Explanation of the material topic and its Boundary	2019 Form 10-K
103-2	The management approach and its components	
103-3	Evaluation of the management approach	
201-1	Direct economic value generated and distributed	2019 Form 10-K, pg. 52
201-2	Financial implications and other risks and opportunities due to climate change	CDP-Climate Change, 2020 Response CDP-Water Security, 2020 Response CDP-Forests, 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. Yum! Global Code of Conduct Supplier Code of Conduct
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	Yum! Global Code of Conduct 2019 Form 10-K, pg. 6
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 CDP Forests 2020 Response Global Forest Stewardship Policy Palm Oil Policy Paper-based Packaging Sourcing Policy Sustainable Packaging Policy
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

301-2	Recycled input materials used	<p>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.</p> <p>Fiber from recycled sources: 29% Plastic resins from recycled sources: 33%</p>
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GRI 302: Energy

103-1	Explanation of the material topic and its Boundary	Planet - Renewable Energy, pg. 27, Planet - 2019 Performance Summary, pg. 30			
103-2	The management approach and its components	CDP Climate Change 2020 Response			
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	108,961
		Consumption of purchased or acquired electricity (MWh)	76,668	212,674	289,342
		Consumption of purchased or acquired heat (MWh)	-	11,607	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	-	285
		Total energy consumption (MWh)	76,953	333,242	410,195
		Total energy consumption (GJ)	277,031	1,199,671	1,476,702
For information regarding standards, methodologies, assumptions and calculations, refer to our CDP Climate Change 2020 Response .					

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 CDP Climate Change 2020 Response .
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 CDP Climate Change 2020 Response .

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 CDP Water Security 2020 Response
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 CDP Water Security 2020 Response

303-2	Management of water discharge-related impacts	Planet - Water Consumption, pg. 29, 2019 Performance Summary, pg. 30 CDP Water Security 2020 Response
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 CDP Water Security 2020 Response .
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 CDP Water Security 2020 Response .
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 CDP Water Security 2020 Response .

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	Gross Direct (Scope 1) GHG emissions: 23,544.71 MT CO ₂ e (location based), CDP Climate Change 2020 Response , pg. 27 GHG emissions include four of the seven greenhouse gases covered by the Kyoto Protocol - carbon dioxide (CO ₂), methane (CH ₄), nitrous oxide (N ₂ O) and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), nitrogen trifluoride (NF ₃) and sulphur hexafluoride (SF ₆) 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 Statement of Greenhouse Gas Emissions and Water Withdrawal . For information regarding standards, methodologies, assumptions and calculations, refer to our CDP Climate Change 2020 Response , pgs. 25-26.
305-2	Energy indirect (Scope 2) GHG emissions	Gross Indirect (Scope 2) GHG emissions: 140,341.33 MT CO ₂ e (location based), CDP Climate Change 2020 Response , pg. 27 Gross Indirect (Scope 2) GHG emissions: 144,312.92 MT CO ₂ e (market based), CDP Climate Change 2020 Response , pg. 27 GHG emissions include four of the seven greenhouse gases covered by the Kyoto Protocol - carbon dioxide (CO ₂), methane (CH ₄), nitrous oxide (N ₂ O) and Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), nitrogen trifluoride (NF ₃) and sulphur hexafluoride (SF ₆) 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 Statement of Greenhouse Gas Emissions and Water Withdrawal . For information regarding standards, methodologies, assumptions and calculations, refer to our CDP Climate Change 2020 Response , pgs. 25-26.

305-3	Other indirect (Scope 3) GHG emissions	<p>Other indirect (Scope 3) GHG emissions: 36,159,737.13 MT CO₂e, CDP Climate Change 2020 Response, pgs. 27-31</p> <p>This total is comprised of the applicable category totals as follows:</p> <ul style="list-style-type: none"> • Purchased Goods and Services (Food, Cooking Oil, Plastic Service Wares, Fiber-Based Packaging): 25,929,374 MT CO₂e • Franchisees (Buildings Scope 1 and 2): 7,883,091 MT CO₂e • Upstream Transportation and Distribution: 1,058,626 MT CO₂e • Waste Generated in Operations: 778,577 MT CO₂e • Downstream Transportation and Distribution: 394,335 MT CO₂e • End of Life Treatment of Sold Products: 92,815 MT CO₂e • Business Travel: 22,919 MT CO₂e <p>GHG emissions include four of the seven greenhouse gases covered by the Kyoto Protocol – carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs). Perfluorocarbons (PFCs), nitrogen trifluoride (NF₃) and sulphur hexafluoride (SF₆) 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 Statement of Greenhouse Gas Emissions and Water Withdrawal. For information regarding standards, methodologies, assumptions and calculations, refer to our CDP Climate Change 2020 Response, pgs. 27-31.</p>
305-4	GHG emissions intensity	<p>GHG emissions intensity: 0.00029 MT CO₂e per unit total revenue for Scope 1 and 2 emissions</p> <p>GHG emissions intensity: 185 MT CO₂e 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 CDP Climate Change 2020 Response, 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 CO₂e. 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 CDP Climate Change 2020 Response, 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"> • Scope 1 HFC: 1.11 MT • Scope 2 HFC: not applicable • Scope 3 HFC (franchise restaurants): 46.22 MT <p>Source emission factors can be viewed in our Statement of Greenhouse Gas Emissions and Water Withdrawal.</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 CO₂e calculations. The quantities of these gases are as follows:</p> <ul style="list-style-type: none"> • Scope 1 CH₄: 14.49 MT • Scope 2 CH₄: 3.64 MT • Scope 3 CH₄: 755.82 MT • Scope 1 N₂O: 0.17 MT • Scope 2 N₂O: 2.17 MT • Scope 3 N₂O: 22.90 MT <p>Perfluorocarbons (PFCs), nitrogen trifluoride (NF₃) and sulphur hexafluoride (SF₆) 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 Statement of Greenhouse Gas Emissions and Water Withdrawal.</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"> • Organic waste: 899,960 MT • Corrugated cardboard: 337,485 MT • Paper packaging and other paper: 337,485 MT • Mixed plastics: 337,485 MT • Used cooking oil: 224,990 MT • Other: 112,495 MT <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"> • Recycling: 159,707 MT • Biofuel and/or animal feed: 26,825 MT • Food donation (in markets listed above): 2,533 MT <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 Yum! Brands Global Forest Stewardship Policy
103-2	The management approach and its components	Yum! Brands Palm Oil Policy Yum! Brands Paper-Based Packaging Sourcing Policy
103-3	Evaluation of the management approach	CDP-Forests, 2020 Response
308-2	Negative environmental impacts in the supply chain and actions taken	Planet - Forest Stewardship, pg. 28 CDP-Forests, 2020 Response

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.
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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.
103-2	The management approach and its components	
103-3	Evaluation of the management approach	

[Yum! Brands Human Rights & Labor Policy](#)
[Global Code of Conduct](#)

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.
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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.
103-2	The management approach and its components	Food - Recipe Notes: Building Upon Our Safety Strengths, pg. 20 People - Yum!'s COVID-19 Response, pg. 16 Global Code of Conduct , pg. 10
103-3	Evaluation of the management approach	
403-1	Occupational health and safety management system	
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 Global Code of Conduct , 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 Global Code of Conduct , 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 Global Code of Conduct , 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 Global Code of Conduct , 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 Global Code of Conduct , 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 Global Code of Conduct , 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.
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 - Equity, Inclusion & Belonging, pg. 13; Unlocking Opportunity, pg. 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				
		Board of Directors		Percent Female	Percent Male	
		Executive		33%	67%	
		Leadership		34%	66%	
		Management (Restaurant and Above Restaurant)		44%	56%	
		Non-Management (Above Restaurant)		48%	52%	
		Non-Management (Restaurant)		54%	46%	
				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>
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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. Yum! Brands Human Rights & Key Supply Chain Commitments Policy Yum! Brands Human Rights & Labor Practices Policy Global Code of Conduct Supplier Code of Conduct
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. Yum! Brands Human Rights & Key Supply Chain Commitments Policy Yum! Brands Human Rights & Labor Practices Policy Global Code of Conduct Supplier Code of Conduct
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. Yum! Brands Human Rights & Key Supply Chain Commitments Policy Yum! Brands Human Rights & Labor Practices Policy Global Code of Conduct Supplier Code of Conduct

GRI 412: Human Rights Assessment

103-1	Explanation of the material topic and its Boundary	Yum! Brands Human Rights & Key Supply Chain Commitments Policy Yum! Brands Human Rights & Labor Practices Policy Global Code of Conduct Supplier Code of Conduct
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 Yum! Brands Human Rights & Key Supply Chain Commitments Policy Yum! Brands Human Rights & Labor Practices Policy Global Code of Conduct Supplier Code of Conduct
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.
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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 Global Code of Conduct
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 Federal Election Commission .

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. Yum! Brands Privacy Policy Global Code of Conduct
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.