




PEOPLE 2020 Performance Summary

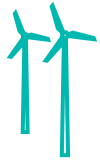


		Goal	Status
Culture & Talent	Create a culture of engagement that attracts, retains and grows the best people and creates high performance in our restaurants	Measure our employee engagement	In 2020, the health and well-being of our employees was our number one priority. We focused on providing support for physical and mental health, family care and work-life balance opposed to conducting an overarching employee engagement survey.
		Provide our employees with training and development that builds world-class leaders and business results	Almost 8,000 above-restaurant employees participated in training programs in 2020 including Leading with Heart, our leadership development program, and Inclusive Leadership, our unconscious bias program, as well as our compliance policies. At the restaurant level, over 6 million hours of operational training were completed.
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 create workplace environments where all people can be successful	<ul style="list-style-type: none"> In 2020, Pizza Hut U.S. appointed its first chief equity officer and KFC U.S. named its first director of Equity & Inclusion. Additionally, Taco Bell launched the Equity, Inclusion & Belonging Guiding Coalition. We also continued expanding Employee Resource Groups across campuses globally and hosted regular webcasts to facilitate dialogue and awareness on how to build an inclusive culture. In 2021, Yum! conducted an equity, inclusion and belonging assessment for above-restaurant leaders across all brands in the U.S.
		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®	In 2020, 47% of global leadership roles were held by women, and about 55% of our global workforce was comprised of women. 
		Significantly increase diverse representation of people of color in the U.S. among corporate employees 	<ul style="list-style-type: none"> In 2020, we continued our partnership with CEO Action for Diversity & Inclusion and the Hispanic Promise In 2021, we joined the OneTen coalition, a group of U.S. businesses leading a bold initiative to create career mobility and advancement opportunities for 1 million Black individuals in the U.S. over the next 10 years
		Continue rolling out Inclusive Leadership training and anti-racism training across our system, including company-owned and franchise restaurants	<ul style="list-style-type: none"> Continued expanding our Inclusive Leadership training to employees and franchisees around the world, part of our broader companywide training program efforts where nearly 8,000 above-restaurant employees participated holistically in 2020 Started to develop an online module of the program to help provide more access to the curriculum
Social Purpose & Community Impact	Advance our social purpose to fight inequality globally and support initiatives related to hunger relief, literacy and youth education, as well as nonprofits near our hometown headquarters	Donate food, funds, time and talent to help local and global communities 	<ul style="list-style-type: none"> Our global organization donated \$70 million in 2020, supporting brand efforts such as the KFC Foundation's charitable assistance programs, Pizza Hut's BOOK IT! Program and the Taco Bell Foundation's Live Más Scholarship. Throughout 2020, the Yum! Foundation donated \$11.5 million in COVID-19 relief to global food banks, in community aid and for employee medical relief. We also donated 6.67 million pounds of food through our Harvest program.
		Fight inequality through our Unlocking Opportunity Initiative (UOI) by investing \$100 million over five years for employees and communities around the world	<ul style="list-style-type: none"> In 2020, we launched our UOI framework focused on equity and inclusion, education and entrepreneurship, and partnered with our brands to create social purpose programs. Additionally, we established governance for our UOI programs and successfully engaged with our global markets.
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 and the United Nations Guiding Principles on Human Rights	<ul style="list-style-type: none"> Expanded Yum!'s Human Rights & Supply Chain policy to further align with frameworks such as the ILO and the United Nations Guiding Principles on Human Rights Established a global membership with Sedex, a leading ethical trade membership organization that works with businesses to improve working conditions in global supply chains, to strengthen our existing supply chain auditing capabilities with focus on human rights and labor practices. Additionally, pledged to have all suppliers globally on the Sedex platform by 2023. KFC Australia published its first Modern Slavery Statement in 2020, joining the U.K., who had already done so. Over 23,000 employees received training on the Global Code of Conduct

FOOD 2020 Performance Summary

		Goal	Status
Food Safety	Maintain the safest, highest-quality food supply and preparation in the industry	Through food safety audits, we 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 467,500 restaurant food safety audits. 
		Build on Yum! supplier audit track record and assess 100% of Tier 1 suppliers annually by 2021	In 2020, 93% of Tier 1 suppliers received an audit, on track to meet our target of 100% .
Balanced Choices	Be the preferred restaurant for consumers seeking delicious, balanced options by offering more choice and nutritional improvements to our food	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.	 Together, the brands reported that they are 72% of the way to meeting the goal.
		Provide consumers with convenient access to food information regarding menu labeling and allergens	Continue publishing online nutrition calculators for the brands' U.S. menus and providing consumers with convenient access to allergen and nutrition information. Details can be accessed here: <ul style="list-style-type: none"> • KFC • Pizza Hut • Taco Bell • The Habit Burger Grill
		Offer plant-forward product innovation to meet the lifestyle choices of consumers	<ul style="list-style-type: none"> • Taco Bell's vegetarian offerings represent more than 14% of sales. • Pizza Hut has pilot programs offering plant-based cheeses and toppings in 10 countries. • In seven countries, consumers have helped KFC explore plant-based options, while in Canada and the U.K., some restaurants have plant-based sandwiches on their permanent menus. • A vast majority of U.S.-based Habit Burger Grill restaurants feature a vegan Veggie Burger and sides including Sweet Potato Fries and Tempura Green Beans.
		Continue clean labels efforts to remove artificial colors, artificial flavors and partially hydrogenated oils (PHOs) from core food ingredients globally by 2025	<ul style="list-style-type: none"> • Removed 94% of artificial coloring • Removed 86% of artificial flavors • Removed 95% of PHOs
		Building on a sodium reduction of 15% on average across its menu since 2008, Taco Bell U.S. is targeting an additional 10% reduction by 2025.	On average, Taco Bell has reduced sodium across its menu items by 22% since 2008 with a target of 25% by 2025. 
Responsible Marketing	Promote transparency about our food through responsible labeling and advertising practices in our restaurants and beyond	Limit marketing communications to children under 12	We follow U.S. and international guidelines to avoid marketing to children.



PLANET 2020 Performance Summary

	Goal	Status	
Green Buildings	In line with our approved science-based targets, cut GHG emissions generated by: <ul style="list-style-type: none"> • Company restaurants and offices (scope 1 and 2) 46% below 2019 levels by 2030 • Franchisee restaurants (scope 3) 46% below 2019 levels by 2030 on a per-restaurant basis for franchisees 	<ul style="list-style-type: none"> • In 2020, we achieved our goal of reducing average restaurant energy and GHG emissions with an intensity reduction of 11% since our 2018 baseline was established. • In 2020, our restaurants avoided the release of 1,286,183 MTCO₂e, the equivalent of the annual emissions of nearly 280,000 passenger vehicles driven for a year. 	
	Design, build and operate restaurants to be measurably more sustainable using green building standards to drive reductions in energy consumption, water use, greenhouse gas (GHG) emissions and waste	Move 1,000 restaurants around the world to renewable energy by the end of 2021 	<ul style="list-style-type: none"> • In 2020, we achieved our goal to move all of our U.S. corporate offices to renewable energy by purchasing renewable energy credits and entering into a power purchasing agreement. Currently, over 30% of our electricity for all operations is powered by renewable sources from grid sources. • Market examples include KFC Australia with 15 corporate restaurants using solar power and Taco Bell U.S. introducing Solar Stores to its franchisees.
	 Reduce average restaurant water consumption by 10% , from our 2018 baseline, by the end of 2025	Our water consumption on a per-restaurant basis decreased 9% in 2020 from the year prior but remains higher than 2018 due to expanded reporting and more usage.	
	Divert 50% of back-of-house operational waste, measured by weight, generated in our U.S. restaurants by the end of 2025 	<ul style="list-style-type: none"> • In 2020, we estimate that 912,951 tons of solid material was removed from our U.S. restaurants, and we diverted 24% of that waste. • Taco Bell will add recycling and/or composting bins to restaurants where infrastructure permits. 	
	Reduce food loss waste 50% by 2030 in accordance with U.S. Food Loss and Waste 2030 Champions	Yum! and our franchisees donated 6.67 million pounds of food in 2020, with 29 countries participating.	
Supply Chain	In line with our approved science-based targets, cut GHG emissions generated by suppliers (scope 3) 46% below 2019 levels by 2030 on per-metric ton basis of beef, poultry, dairy and packaging procured	In 2021, we set new, approved science-based targets.	
	Engage in building a responsible supply chain that protects forests, respects human rights, supports sustainable sourcing and enables good stewardship	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 and striving to end natural forest loss by 2030. As part of this work, we will purchase 100% of our paper-based packaging with fiber from responsibly managed forests and recycled sources by the end of 2022.	<ul style="list-style-type: none"> • In 2020, 100% of Brazilian feed mills in our supply chain were audited as compliant in aligning with the Amazon Soy Moratorium to help protect tropical forests. • In 2020, an estimated 81% of fiber came from certified forests or recycled sources. Taco Bell has reached 98%. • In 2020, 100% 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. • 99% of reported beef supply was sourced from origins of lower risk of tropical deforestation in 2020 with 87% from the U.S. and Canada.
	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, at Yum!, we will remove Styrofoam and expanded polystyrene from all packaging by 2022.	<ul style="list-style-type: none"> • Expanded polystyrene, of which Styrofoam is a component, consists of under 1% of the reported plastic used by our system. • Approximately 11% of resins come from recycled sources, 9% pre-consumer and 2% post-consumer. We continue to refine and improve our data collection process. • Approximately 5% of KFC plastic and 48% of Taco Bell plastic is recyclable (defined as resin types 1 and 2). 	
	Continue engaging with beef, dairy and poultry suppliers to gather robust data on animal welfare and sustainable production systems as well as to educate them on the Five Freedoms and our Sustainable Animal Protein Principles	<ul style="list-style-type: none"> • KFC introduced new global chicken KWLs as a key step on its animal welfare journey. • Taco Bell U.S. continues to source 100% cage-free eggs and egg ingredients in the U.S. and Canada. 	
	Taco Bell will reduce use of antibiotics important to human medicine in its U.S. and Canada beef supply chain by 25% by 2025, while Pizza Hut U.S. will remove them in chicken used for wings by 2022.	<ul style="list-style-type: none"> • 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. Taco Bell will share progress on its beef goal in 2022. • Yum! is undertaking a study evaluating the costs of antimicrobial resistance and how we plan to contribute to solutions to this pressing issue. 	