



**BETTER, DELIVERED.**

2019 Corporate Responsibility Report

PIZZA  
**PAPA JOHN'S®**  
BETTER INGREDIENTS.  
BETTER PIZZA.

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## OUR VALUES

- PEOPLE FIRST
- EVERYONE BELONGS
- DO THE RIGHT THING
- INNOVATE TO WIN
- HAVE FUN

## ABOUT THIS REPORT

In our first corporate responsibility report, we provide a high-level view of how Papa John's operates and manages its corporate responsibility priorities and other issues important to our business and stakeholders.

This report covers the fiscal year of December 31, 2018, through December 29, 2019. The data in this report, unless otherwise indicated, covers our U.S. business. We expect that future reports will cover our global operations. Similarly, because of the independent nature of our franchise structure, data covers only our corporate headquarters, corporate-owned restaurants and Quality Control Centers.

Throughout the report, we have guided readers to sources of more information, including our Investor Relations website that includes our annual report and proxy statement.

We value and welcome feedback from all interested stakeholders. Please send comments or questions about this report to:  
[corporate\\_responsibility@papajohns.com](mailto:corporate_responsibility@papajohns.com).



# SECTION 2

## LETTER FROM OUR PRESIDENT AND CEO

### "BETTER, DELIVERED" – OUR COMMITMENT TO YOU

Last August I joined Papa John's as CEO and President and set our goal to become the world's best pizza delivery company. It's both a dream come true and an awesome responsibility to lead a Company that, since its founding, has been defined by being better. By setting targets and measuring our progress toward them, this Corporate Responsibility Report provides a roadmap to help achieve that goal, moving forward on a path to long-term, sustainable growth while having a positive impact on the world around us.

**People** are the starting point for all we're doing today at Papa John's to be better. We have committed to building a culture of leaders who believe in diversity, inclusivity and winning. A culture where everyone belongs helps us attract and retain talent and encourages successful innovation. It allows team members throughout the organization to take ownership in their contributions and step forward to do the right thing.

In addition to our partnership with Purdue University Global to give team members free or reduced college tuition, our affordable healthcare plans for hourly team members, the launch of The Papa John's Foundation for Building Community, and our partnership with Boys & Girls Clubs of America – all achieved during the past 18 months – Papa John's culture is also benefiting from grassroots efforts led by our team members. Thanks to the leadership and hard work of our LGBTQ Employee Resource Group, for example, Papa John's recently earned a 90 percent score on the 2020 Corporate Equality Index for LGBTQ workplace equality, scoring higher than competitors in the pizza category and higher than many in the restaurant industry.

**Pizza** is core to our brand and our purpose. Papa John's has always believed in BETTER INGREDIENTS. BETTER PIZZA. *Our original dough is always made fresh, never frozen. We top our pizzas with real cheese and meat full of flavor, not fillers.* Less well known are Papa John's comprehensive Global Food Safety Program and Standards, our industry leadership around transparency and clean labels, and our commitment to responsible, humane sourcing through a select number of established suppliers.

**Planet** is the third area where Papa John's is committed to having a positive impact, by taking steps to reduce our impact on the environment. We are investing in new technologies and processes to improve the efficiency of our restaurants and operations. We are reducing, reusing and recycling waste generated throughout our system, and combatting food waste by expanding our food donation program. We are also a leader in sustainable packaging since 2015, when we began using pizza boxes produced from certified sustainable, 100 percent natural fiber.

While there is much work to do, Papa John's has tremendous potential to expand our positive impact on the world around us and grow sustainably. I'm excited that our new corporate responsibility strategy and governance framework will help us deliver on our commitment to being better by focusing on what is most critical to our stakeholders and to our long-term growth.

Rob Lynch, President and CEO

April 23, 2020



# LETTER FROM THE CHAIR OF THE BOARD OF DIRECTORS

As a professional investor and experienced board member, I strongly believe that corporate responsibility is a critical driver of a Company's long-term growth and of shareholder value. Quite simply, companies *cannot* succeed – let alone outperform others – without understanding and managing the complex set of environmental and social issues affecting their business and stakeholders, such as workforce diversity, safety and environmental sustainability.

Papa John's Corporate Governance and Nominating Committee maintains Board oversight of the Company's corporate responsibility practices, reporting back to the full Board on the progress.

The publication of the Company's first full Corporate Responsibility Report is a major milestone for Papa John's. Transparency around the Company's performance on the issues identified in this report is important to earn and maintain stakeholder trust, improve as an organization and, ultimately, live up to our commitments.

Papa John's has a proud legacy of amazing food, outstanding customer service and passionate team members. 2019 was a year of building on this foundation to make the Company stronger and well positioned for success.

With the benefit of extensive stakeholder input, Papa John's management team, under the transformational leadership of Rob Lynch, has put in place a clear strategic roadmap to align the interests of the Company with its customers, team members, franchisees, communities and shareholders. The strategy is focused on the right things – reinforcing the quality of Papa John's food, improving the Company's operational effectiveness, and promoting a Company culture that sets us up to win for years to come. As the theme of this report indicates, Papa John's is committed to a strategy of better across every aspect of its business.

I look forward to continuing to work with the management team on this journey.

Jeffrey C. Smith, Board of Directors - Chair



# COMPANY PROFILE

## MORE THAN THREE DECADES OF BETTER INGREDIENTS. BETTER PIZZA. DELIVERED

**Our mission is simple: We LOVE pizza. It brings us all together. The world deserves better pizza and we deliver it.**

Headquartered in Louisville, Kentucky, Papa John's International, Inc. (NASDAQ: PZZA) is the world's third-largest pizza delivery company with more than 5,300 restaurants in 49 countries and territories. The Company is built on its promise of "BETTER INGREDIENTS. BETTER PIZZA." For 18 of the past 20 years, consumers have rated Papa John's No. 1 in customer satisfaction among national pizza chains in the American Customer Satisfaction Index (ACSI).

In August 2019, the Papa John's Board of Directors announced the appointment of Rob Lynch as President and CEO. Papa John's is driven by five new strategic priorities:

1. Build a culture of leaders who believe in inclusivity, diversity and winning
2. Improve unit level profitability and viability of our operations and franchisees
3. Establish the superiority of our pizza via commercial platforms
4. Build a technology infrastructure that enables our business operations
5. Expand our footprint domestically and internationally

Papa John's also introduced a set of new corporate values in 2019 that, moving forward, will create a better, stronger culture throughout the organization. These values include:

- People First
- Everyone Belongs
- Do the Right Thing
- Innovate to Win
- Have Fun

### NUMBERS AT A GLANCE

All as of December 29, 2019

Year established: 1984

Revenue: \$1.619 billion



#### Operations

Company-owned restaurants  
Franchised restaurants  
Quality Control Centers [QCC]

**5,497**

598

4,797

102

**3,299**

598

2,690

11

**2,198**

0

2,107

91

#### U.S. Employees Total

Restaurant team members  
Restaurant management personnel  
Corporate personnel  
QCC personnel

**16,364**

11,915

2,668

742

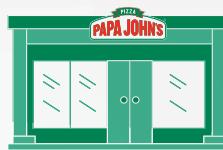
1,039

None of our team members are covered by a collective bargaining agreement. We consider our team member relations to be good.

## PAPA JOHN'S FRANCHISED RESTAURANTS

# 89%

As of the end of 2019,  
89 percent of our  
restaurants were  
franchise-owned.



# MOST

Most restaurant  
team members  
work part time  
and are paid on  
an hourly basis.



## PAPA JOHN'S QUALITY CONTROL CENTERS



### Papa John's has 11 Quality Control Centers

within the domestic United States. These Centers produce our fresh original dough, as well as warehouse, distribute, and deliver all items necessary for store operations through our in-house transportation fleet. Our Quality Control Centers serve a vital role in maintaining our high standard of quality and ensuring our restaurant operations receive top service.

**Papa John's Corporate Office(s) Headquartered in Louisville, Kentucky – 2002 Papa John's Blvd.  
Louisville, KY 40299**

For more information about Papa John's, please see our corporate website at <https://www.papajohns.com/>

# SECTION 3

## OUR CORPORATE RESPONSIBILITY JOURNEY

In 2019, we asked our stakeholders about the issues most important to them. Their feedback informed our 2020 Corporate Responsibility Roadmap for delivering a better future for all of our stakeholders.

In 2019, Papa John's collaborated with third-party corporate responsibility and sustainability experts to conduct its first materiality assessment. The purpose was to better understand the environmental, social and governance issues that are most important to our stakeholders and relevant to our business sustainability. The analysis also sought to identify critical priorities, opportunities, risks and trends in the pizza delivery/carryout industry over the coming years.

As part of the assessment, our third-party partner conducted stakeholder surveys and interviews with nearly 100 external and internal stakeholders including suppliers, nongovernmental organizations, representatives from academia and industry associations, franchise owners, Papa John's general managers, our senior leadership team, corporate employees, investors and shareholders.

Through this process, we identified 16 corporate responsibility priorities in three focus areas. Moving forward, these will comprise the foundation of the Company's Corporate Responsibility Roadmap for better.

# OUR ROADMAP TO BETTER, DELIVERED

WHAT  
MATTERS  
MOST

WHAT BETTER  
LOOKS LIKE

OUR BETTER  
PRIORITIES



PEOPLE



PIZZA



PLANET

Building a culture of leaders who believe in diversity, inclusivity and winning

Providing a superior, high-quality pizza by using simple, clean ingredients

Taking steps to reduce our impact on the environment

- Diversity & Equal Opportunity
- Occupational Health & Safety
- Employee Compensation & Benefits
- Employee Recruitment & Retention

- Food Safety & Hygiene
- Food Quality
- Traceability of Ingredients
- Nutrition & Allergen Labeling

- Sustainable Packaging
- Waste Management & Recycling
- Food Waste Reduction
- Energy Efficiency

## STRONG FOUNDATION

Ethics, Governance & Compliance • Information Security & Data Privacy

### Corporate Responsibility Governance

In 2019, Papa John's formalized its long-standing Corporate Social Responsibility Committee composed of senior leaders across multiple functions including Supply Chain; Legal and Risk; Communications and Corporate Affairs; Diversity, Equity and Inclusion; Safety and Security; People Operations and Corporate Governance. It includes three members of our Executive Leadership Team and is overseen by the Corporate Governance and Nominating Committee of the Papa John's Board of Directors. Papa John's Senior Vice President of Communications and Corporate Affairs has operational responsibility for corporate responsibility reporting and communications to third-party rating agencies.

### Stakeholder Engagement

We are committed to engaging with stakeholders as we work to implement our new corporate responsibility strategy. We will seek their input and listen to their perspectives through direct engagement, investor conferences, shareholder meetings, community partnerships, social media and various franchisee and employee engagement mechanisms. In addition, we will continue to engage with industry peers and stakeholders through external groups to which we belong, including:

• American Pizza Community	• Louisville Sustainability Council	• Women's Business Enterprise National Council
• CEO Action for Diversity & Inclusion	• National Association of Corporate Directors	• National Private Truck Council
• Integrating Women Leaders (IWL)	• National Minority Supplier Development Council [Food & Beverage Industry Group]	• American Society of Safety Professionals
• Leadership Louisville	• U.S. Hispanic Chamber of Commerce	• Women in Trucking

# SECTION 4

## STRONG FOUNDATION

We added six new directors to the Papa John's Board in 2019 who are providing fresh perspectives to how we operate.

### 4.1 CORPORATE GOVERNANCE

At Papa John's, we believe that strong governance practices are essential to providing long-term value for our shareholders, customers, team members and communities. Our Board of Directors has adopted corporate governance guidelines that serve as a framework for the governance of the Company. The Corporate Governance and Nominating Committee of the Board of Directors reviews the guidelines annually and recommends changes to the Board as appropriate. The guidelines are available on our [website](#).

#### Board Leadership & Diversity

As of December 31, 2019, the Papa John's Board of Directors consists of 10 directors, eight of whom are independent based on NASDAQ rules for director independence. The Board is led by an independent nonexecutive chair. The Board has three committees: Audit Committee, Compensation Committee, and Corporate Governance and Nominating Committee, each consisting solely of independent directors.

We strive to maintain a healthy blend of director tenure, recognizing that longer-serving directors possess crucial institutional knowledge of our Company and its culture, while periodic refreshment brings a fresh outlook and contributes to Board independence and oversight. Six of our 10 directors were added in 2019.

We prioritize Board diversity and are mindful of the many ways the Board benefits from receiving a wide range of viewpoints and perspectives. Currently, four of our 10 directors are women, one is African American and one is Hispanic. You can find more detailed information about our Board's unique set of experiences and qualifications and Committee Charters on our [website](#).

#### Executive Compensation

We are committed to a compensation program that is transparent, pays for performance, and aligns the interests of our executives with those of shareholders. Our Compensation Committee reviews and approves our executive and director compensation programs annually to ensure they are appropriate and reflect best practices. For more information, please see our 2020 Proxy Statement on our [website](#).

## 4.2 COMPLIANCE & BUSINESS ETHICS

### Ethics & Compliance

**At Papa John's, one of our values is "Do the Right Thing." We believe in doing the right things the right way all the time and never taking shortcuts. This holds true for the ingredients in our food, the way we treat our employees, and our efforts to reduce our environmental impact.**

In addition to adhering to all state and federal laws, rules, and regulations, we expect all officers, directors and team members of Papa John's to adhere to the Company's Code of Conduct and Business Ethics. The Board of Directors approved the most recent update in 2019. Topics include, but are not limited to, conflicts of interest, use of corporate assets, data privacy and insider trading. Failure to comply with the Code and other applicable policies and procedures is subject to corrective action, up to and including separation of employment, termination of contract, and referral for criminal prosecution. The Code is available on Papa John's [website](#).

The Company conducts annual training for all corporate team members on the Code, as well as on other corporate policies and procedures governing business conduct including anti-corruption, conflicts of interest, workplace harassment and discrimination, and safety and security policies. All team members must certify in writing that they have read and understand the Code. All franchisees are required to operate their Papa John's restaurants in compliance with Papa John's operational policies and standards. Papa John's provides initial franchise leadership and staff training following which franchise management is responsible for refresher training as needed and training all new employees.

In addition to compliance with the Code, team members in leadership roles bear additional responsibility of fostering a culture in which compliance with policies, procedures, laws and regulations is a critical business activity.

Papa John's team members are encouraged to report any concern or potential violation of the Code to a manager or supervisor, if practicable, to an Employee Relations representative in the Papa John's People Operations Department, or to the Company's Office of General Counsel. Executive officers and members of the Board of Directors may report concerns to the Company's General Counsel or the Chair of the Audit Committee. In 2019, Papa John's provided comprehensive training to personnel who handle employee complaints to ensure uniform processing, documentation and communication with team members about the investigation process and outcomes.

In addition, Papa John's Ethics Helpline is available 24 hours a day, 7 days a week by phone and website – not only for team members but also anyone with knowledge of an ethics or compliance issue. The Ethics Helpline is staffed by an independent third-party provider, and all callers may remain anonymous.

Papa John's is committed to investigating all potential violations of the Code and dealing with each report fairly and reasonably. During investigations, the identities of team members who report concerns are kept confidential to the fullest extent possible.

The Company maintains a strict Non-Retaliation Policy. Team members who engage in retaliation against a colleague who has raised a concern or question in good faith and in accordance with the Code are subject to disciplinary action, up to and including termination.

**▲ We believe in maintaining the highest ethical standards in dealing with our customers, supply partners, competitors, franchisees and fellow team members. Our Company culture and values reflect an expectation of high integrity, character and a respect for everyone and the unique perspective they bring. ▼**

– Rob Lynch, President & CEO

## **4.3 RISK MANAGEMENT**

We regularly encounter risks as part of the normal course of our business and have designed an enterprise-wide risk management framework, policies and processes to help accurately identify and manage all risks, including nonfinancial risks. In addition, the Company's internal audit team conducts a comprehensive annual fraud risk survey with all corporate managers and above. The Company shares results with the Board's Audit Committee.

## **4.4 INFORMATION SECURITY & DATA PRIVACY**

We rely heavily on information systems, including digital ordering solutions, through which more than two-thirds of our domestic sales originate. Our business requires the collection and retention of employee and customer data.

To ensure data protection and privacy, Papa John's has a broad security program in place governed by its Global Information Security Policies and Procedures. The program is supported by an extensive catalogue of layered security controls designed to prevent and detect internal and external security threats to customer, employee, supplier and Company data.

The Company's Senior Director of Information Security and Compliance is responsible for developing security policies, standards and procedures to protect our systems and data. The Information Security Team is responsible for enforcing the Company's security-related policies, identifying areas of concern, and implementing appropriate changes as needed. Papa John's conducts both annual internal and third-party risk assessments to continuously evaluate the effectiveness of its security controls and identify new threats and vulnerabilities and appropriate controls to mitigate risks.

In 2019, Papa John's implemented additional monitoring and audit controls to enhance the security of cloud applications and monitoring of third-party partner risk.

As part of the Company's Information Security Awareness Program, all team members must complete online security awareness courses. In addition, team members receive ongoing security awareness communications related to specific risks. In 2020, the Company plans to further enhance its Employee Phishing Awareness Program and establish a Security Awareness Portal in order to continually improve employees' ability to prevent, identify and report possible security risks.

We take the protection of personal data very seriously and treat all personal data confidentially, in accordance with statutory data protection regulations and our data privacy policy.

## **4.5 POLITICAL CONTRIBUTIONS**

While Papa John's currently does not make corporate political contributions, it does have in place a corporate policy governing such contributions should they be made in the future. Under the policy, if the Company participates in corporate political spending, such spending must reflect the interests of the Company and not those of individual officers, directors, franchisees or team members. The use of Papa John's funds or assets for political purposes must be approved through the General Counsel, who will provide spending reports to the Board of Directors.

Officers, directors, franchisees or team members may make personal contributions to a candidate or party of their choice, provided that the contributions do not involve, directly or indirectly, Company funds or other assets. The Company will not coerce or pressure officers, directors, franchisees or team members to contribute money or efforts to support a particular position, political party or candidate.

# SECTION 5



**Creating a culture of leaders who believe in diversity, inclusivity and winning is one of the five new strategic priorities that Papa John's introduced in 2019. It is grounded in the belief that everyone belongs and that our Company's long-term success is based on creating a culture where people of different backgrounds and experiences come together to drive innovation. It also means investing in their development and providing them competitive pay and unique benefits. We believe the result will be the most loyal, engaged and motivated team members in the industry. Better in, Better out. Better, delivered.**

At Papa John's, better starts with our people. It means being able to attract, develop and retain a diverse, highly qualified workforce – a workforce that is committed to the values and mission that define Papa John's, and to the culture we are seeking to build.

*In 2019, we started quarterly employee pulse surveys called the Pizza Pulse with all corporate, Quality Control Center and franchise-based employees. The short surveys explore employee engagement in and perceptions of Papa John's culture. We share results with division leaders to help guide group-specific action plans that will help build the culture necessary for the organization's long-term success.*

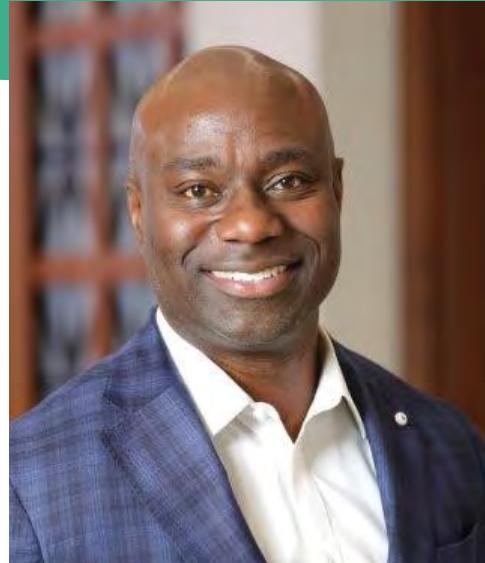
# Q&A WITH MARVIN BOAKYE, CHIEF PEOPLE & DIVERSITY OFFICER

## Q: What inspired you to join Papa John's in 2019?

I was drawn to the mission of creating an organization where people are proud to wear the Papa John's logo anywhere in the world. I was also excited to collaborate with a team of engaged, passionate and motivated people who always want to do more. I've been a long-time fan of the brand and believe that Papa John's products truly stand out amongst the competition – not only our pizza, but also our culture.

## Q: What does a truly inclusive culture look like?

One which cultivates an environment where all people are respected, welcomed and celebrated as their authentic selves.



## Q: Why is creating a culture that embraces inclusivity so important to Papa John's success?

Papa John's future success will be built by being a purpose-driven organization full of diverse innovators, collaborators and leaders. Embedding diversity, equity and inclusion into our culture is not a one-time event. It is about who we believe we are as an organization. The way we get there is by continuing to evolve and learn from each other over time.

## Q: What changes have you noticed at Papa John's?

We've been embracing the work and the passion of our six Employee Resource Groups (ERGs). They are helping us learn and effecting change within our Company and the communities we serve. For example, the work our LGBTQ+ ERG did reviewing our internal policies helped Papa John's achieve a score of 90 on the most recent Corporate Equality Index.

We are very proud of this. Our African American ERG is engaging leaders in the community and helping to change the perception about who we are as a Company. We are learning from best practices, from our team members and from our ERGs. This will make us a better, stronger Company ... and it's already starting to happen.

 One of Papa John's core values is 'everyone belongs.' We are focused on creating a culture where all team members feel they can be their authentic selves at work. 

– Marvin Boakye, Chief People & Diversity Officer



## 5.1 DIVERSITY, EQUITY & INCLUSION

In 2019, Papa John's set out to build a culture of leaders who believe in inclusivity, diversity and winning through a new Company-wide Diversity, Equity & Inclusion (DEI) strategy. The strategy has two main components:

1. Develop a culture of leaders who believe in DEI
2. Integrate DEI throughout the organization and the employee life cycle – from recruitment and retention to employee development and performance management

Core to our strategy is corporate-wide DEI training. In 2019, we launched Unconscious Bias training for all corporate team members and made the training available to franchise owners for use with their team members at no cost.

*In 2019, Papa John's CEO Rob Lynch signed the [CEO Action for Diversity & Inclusion](#)™, the largest CEO-driven business commitment to advance diversity and inclusion within the workplace. By signing on, CEOs make a public pledge to build a productive, diverse and inclusive workplace within their organizations.*

In 2019, we launched six ERGs: Women, African American, Hispanic, LGBTQ+, Multigenerational and Veterans, each with an executive sponsor. Leaders of each ERG come together to form Papa John's Inclusion Council, which meets monthly to discuss accomplishments and opportunities for collaboration.

### Select results in 2019:

- **LGBTQ+:** Added gender identity and sexual orientation to Papa John's Equal Employment Opportunity policy and confirmed that the Company's health plan offerings comply with the National Center for Transgender Equality
- **Women:** Created partnerships with Integrating Women Leaders and Women's Food Service Forum
- **Hispanic:** Launched Company's first Hispanic Heritage Month celebration
- **African American:** Launched Company's first Black History Month celebration and ongoing educational programming
- **Veterans:** Began sending "Welcome Home" cards to Papa John's team members returning from active military duty; provided input on programs to assist veterans transitioning into the workplace

*"ERG participation provides the ultimate leadership development safe space for team members. It's an opportunity for them to be their full selves and allow themselves to learn and grow. Participation allows team members to expose the organization to skills that may not be evident based upon their day job. It's a win-win for all to have fully engaged team members and ERGs."*

*– Gerard A. Farris, Senior Manager, Financial Planning & Analysis, and member and past president of the African American Employee Resource Group*

### PAPA JOHN'S RECOGNIZED ON CORPORATE EQUALITY INDEX

Papa John's earned a score of 90 percent on the [2020 Corporate Equality Index \(CEI\)](#) based on the Company's 2019 performance. CEI is the nation's premier benchmarking survey and report on corporate policies and practices related to LGBTQ workplace equality from the Human Rights Campaign Foundation. This is the first time Papa John's has been ranked in the survey and earned the highest score in the pizza category. Moving forward, we will continue to look for new ways to improve our ranking.

In 2019, we established partnerships with more than 16 groups, including:

- Women's Business Enterprise National Council
- National Minority Supplier Development Council
- Integrating Women Leaders
- Women's Food Service Forum
- Louisville Urban League
- National Association for the Advancement of Colored People (NAACP)
- University of Louisville LGBT Center
- Historically Black Universities and Colleges including Bennett College and Kentucky State University
- Prospanica
- Muhammad Ali Center
- La Casita
- U.S. Hispanic Chamber of Commerce

**2020 Goals & Commitments:**

- Assess pay equity and pay practices across gender, race and ethnicity
- Conduct and complete DEI assessment of strategies and initiatives and report high-level findings in 2020 update
- Implement 2020 DEI strategy that engages all 120,000 team members to be ambassadors of the brand
- Launch phase two of DEI training workshops for all team members with a focus on creating an environment of inclusion
- Expand ERGs to include field and international operations
- Launch two new ERGs: Abilities and Asian-Pacific Islander

**Employee<sup>1</sup> completion of DEI Unconscious Bias Training: 100%**

**LEADERSHIP & SENIOR MANAGEMENT**

Out of the 10 positions on Papa John's Senior Leadership Team: **3** are female, **1** is LGBTQ and **2** are African American.

**22%** of employees in Management Functions [VP and above] are female.

**WORKFORCE: PAPA JOHN'S CORPORATE OFFICES AND CORPORATE-OWNED STORES**

Demographics		PJI Corp Office + Corp Owned Stores
Gender	Female	29%
	Male	71%
Ethnicity	White	62%
	Black/African American	23%
	Hispanic/Latino	7%
	Asian	2%
	Other	6%
Generations	GenZ (1996 - tbd)	42%
	Millennial (1977 - 1995)	32%
	Gen X (1965 - 1976)	18%
	Baby Boomers (1946 - 1964)	8%
	Traditionalist (>1945)	0.2%
Veterans Status (yes)		4%
Disability Status (yes)		4%

<sup>1</sup> Corporate employees

## 5.2 TALENT ATTRACTION, RETENTION & DEVELOPMENT

**It's not just any workforce we are building – We are building a workforce that embodies the right behaviors and represents Papa John's core values in every role it plays.**

Our success depends, in part, on our and our franchisees' ability to recruit, motivate and retain a highly qualified workforce in an intensely competitive environment.

A key part of this journey starts with our Talent Acquisition Team, established in 2019. The centralized team is working with our DEI Team to launch a minority-targeted recruiting strategy that aims to diversify the candidate pool for all manager and above positions.

### Learning & Development

**We have launched best-in-industry education programs and initiatives to accelerate career development at every level of the Company. We provide the tools to help our team members succeed in whatever career path they choose.**

When it comes to training and development, we're not interested in just teaching people how to make great pizza but also how to create leaders who inspire.

We are committed to building the skills and leadership competencies of all team members, from delivery drivers through to the C-suite. Cornerstone, our global learning management system, houses more than 8,000 learning resources in multiple languages. It includes instructor-led, self-paced online modules, and on-the-job and social learning resources. We also provide leadership development workshops, ongoing DEI training for all employees, and executive coaching for senior-level employees.

We offer programs to help team members grow their careers within Papa John's. Our CSR2CEO Career Development Program is designed to help corporate and franchise team members build their careers within operations. In the past three years, 82 percent of our leaders participated in this program.

In 2019, Papa John's launched Dough & Degrees, an industry-leading free tuition program for the Company's 20,000 corporate team members. The program covers 100 percent of tuition costs of undergraduate and graduate online degree programs at Purdue University

Global. Franchise team members are eligible for significant tuition and fee discounts for undergraduate and graduate degree programs through Purdue Global as well. In addition, franchise owners can build and sharpen their business acumen skills through a tuition-free Franchise

 **Purdue Global is proud to partner with Papa John's, which has chosen to demonstrate its commitment to team members in such a meaningful way. Investing in an employee's career growth by funding their pursuit of a college degree is a commitment that goes beyond employee upskilling or training. This program will transform lives.** 

– Betty Vandenbosch, Chancellor, Purdue University Global

Management Certificate Program at the University of Louisville College of Business. The programs are part of our effort to help team members expand their skill sets, build leadership and management expertise, and advance their careers.

Qualifying degree programs offered through Dough & Degrees include:

- High school equivalency programs
- College preparatory courses and college credit courses
- University certificate programs
- English language learning
- Associate's & bachelor's degree programs
- Advanced degree programs (MA, MS, MBA)

### 2020 Commitment:

Expand Dough & Degrees to two additional university partners.

## 5.3 FAIR & EQUITABLE PAY & BENEFITS

### Papa John's compensation and benefits are designed to fairly and equitably attract, retain and motivate team members.

Starting in 2020, managers will evaluate team members for the results they achieve and also how they achieve them in alignment with the Company's five core values (see page 6). Performance ratings and compensation decisions, including salary increases and bonuses for all eligible non-hourly employees, reflect this alignment.

Papa John's also uses a standardized grade<sup>2</sup> structure as a guideline for managing salaries, as well as extending offers to potential team members. Determination of a team member's salary and where they place within a grade is based on a variety of factors including, but not limited to, internal and external experience, the complexity of the role, and his or her demonstrated performance. Managers provide all team members with clear information about how compensation decisions are made.

All Papa John's nonfranchise team members age 21 or older – both full- and part-time – who have completed at least three months of service are eligible to enroll in the Company's 401(k) plan. Team members can choose to contribute from 1 to 75 percent of pay, not to exceed the yearly IRS maximum. For franchise employees, any employer match contributions or 401(k) plans are at the discretion of the franchise owner.

All nonfranchise employees, including part-time team members who average 30 or more hours<sup>3</sup>, are eligible for medical benefits that provide full coverage for preventive care services. Benefits for noncorporate restaurant team members are determined and provided by each individual franchise. In addition, team members have access to our free Employee Assistance Program that provides confidential services to manage stress, finances, work, family and other personal issues.

Part-time team members can elect to enroll in a minimum-essential coverage plan. Not only does the plan provide full coverage for preventive services, but fixed-dollar coverage is also provided for other medical services. This plan is partially subsidized by Papa John's, allowing team members to purchase individual coverage at a reduced weekly rate.

All employees, including hourly restaurant team members with at least one year of continuous employment who average 32 or more hours a week, are eligible for vacation benefits.

## 5.4 EMPLOYEE HEALTH & SAFETY

### Papa John's has a clear goal when it comes to health and safety: Zero Incidents

As part of the Company's enterprise-wide safety management system, Papa John's is investing in training, technology and people to get to zero – zero injuries and zero accidents – starting with its newly expanded Global Safety & Security Team.

All Papa John's team members – from those at our corporate headquarters to those working in our warehouses and restaurants – receive annual safety training based on the requirements of their roles. Both Quality Control Centers and restaurant operations undergo annual safety audits, as well as random observations by regional safety managers and field safety coordinators.

 **Papa John's is 100 percent committed to the safety of our employees, our restaurants and the communities where we live and work.** 

– Sammy Davis, Vice President, Safety & Security

#### 2020 Commitment:

Develop a Safety Management System based on ISO 45001 or ANSI Z10 by end of 2020. This will apply to all Papa John's locations worldwide.

<sup>2</sup> A grade is a range of salaries that is intended to reflect the competitive pay in the market for each level in the organization.

<sup>3</sup> This is per week over an initial measurement period defined by the Affordable Care Act.

## **Reducing Workplace Injuries One Stretch at a Time**

Team members at our Quality Control Centers work in a variety of roles from placing dough balls into delivery trays to driving tractor-trailers. Many roles require lifting, pushing of carts and other demanding activities that could result in physical stress. Our goal, together with Briotix Health, our third-party industrial sports medicine provider, is to reduce workplace injuries and, if they occur, reduce the time it takes team members to return to work.

Briotix providers are on-site at all Papa John's U.S. Quality Control Centers, both physically and virtually, where they lead pre-shift stretching exercises. They also provide ergonomic training, employee musculoskeletal health and wellness tips, and chronic discomfort management. For individual team members, Briotix helps identify risks associated with specific work tasks and provides risk reduction recommendations, including stretching, conditioning and strengthening for individual job tasks.

## **Health & Safety on the Road**

Whether our team members are driving tractor-trailers full of pizza dough to our retail locations or delivering pizzas to customers' homes, we want them to be safe, respectful drivers.

### *Commercial Fleet*

Unlike most other quick-service restaurants, Papa John's employs its own fleet of commercial drivers who make twice-weekly deliveries of Papa John's original pizza dough and other ingredients to all Papa John's restaurants in the country. All drivers go through an intensive training program focusing not only on the delivery of our ingredients, but also on best-in-class defensive driving practices. All of our commercial drivers are trained in Smith System defensive driving courses upon hire and are required to be recertified annually.

In addition, for all new commercial vehicles purchased, Papa John's invests in active safety systems including lane departure, side approach and rear collision warnings, adaptive cruise, and tire monitoring. We also utilize Lytx DriveCam, a telematic system that monitors driving behaviors, in all trucks. This new feature includes a collision avoidance system to help prevent rear-end collisions and road sign detection such as stop and speed limit signs. Events are reviewed by a third party, and supervisors are alerted when aggressive driving is suspected; when this occurs, drivers receive personalized feedback and coaching. Drivers' and managers' monthly incentives are based, in part, on their driving behaviors. Local management also is graded on their coaching effectiveness to help ensure they are connecting with their drivers and making a positive impact on their driving behaviors.

In early 2019, Papa John's deployed Regional Safety Coordinators to perform on-site coaching with drivers as they make deliveries.

To keep our drivers injury-free, we provide recommended stretching exercises for them to perform at the start of their trips and at regular intervals. If needed, drivers can call a Briotix Health professional for additional guidance. Papa John's encourages all drivers to pull over and rest when fatigued; drivers are not penalized for necessary breaks.

### *Restaurant Delivery Drivers*

In our corporate-owned and franchised restaurants, all delivery drivers undergo screening on hire and driver safety training. Through a new system installed in Papa John's corporate restaurants and many franchises called Drivosity, restaurant general managers are able to detect unsafe driving behaviors such as speeding, rapid acceleration, harsh braking and aggressive cornering to provide feedback to drivers. Through the program, drivers receive a score per delivery with points deducted for unsafe driving. Scores are calculated in real time, displaying a score for the current delivery, last delivery and a shift average. Corporate general managers, whose bonuses are in part based on driver safety scores, monitor deliveries and provide immediate feedback on both high and low scores. Since rolling out Drivosity to all corporate-owned restaurants, incidents per mile score (unsafe driving) has improved 21 percent. We also offer safety incentive programs for our delivery drivers.

**HELPING IN THE FIGHT  
AGAINST HUMAN  
TRAFFICKING**

**In 2020, we continue to roll out our partnership with Truckers Against Trafficking, a nationwide alliance to train drivers to identify human trafficking at truck stops and fuel islands and to alert authorities of suspicious activities.**

## Workplace Safety<sup>4</sup>

Since 2014



OSHA recordable  
injuries **down 53%**



Total Recordable  
Injury Rate  
**down 54%**



Lost work days from  
injuries **down 61%**



Lost Time Case Rate  
**down 74%**

Since 2017



**31% decrease**  
in actual OSHA  
recordable injuries



**37% decrease** in  
lost time



**64% decrease** in  
workers' comp

## Road Safety

Since 2014



**Preventable crash  
reductions by 23%**



**Commercial crashes  
down 29%**



**Crashes per million  
miles down 15%**



**Hours of Service  
violations per million  
miles down 75%**



**Auto physical  
damage cost  
down 22%**

## HELPING TEAM MEMBERS IN NEED

**The Papa John's Team Member Emergency Relief Fund – known as the PAPA Fund – provides eligible team members with financial assistance in the face of emergency, injury, illness or natural disaster. Since it began in 2000, the Fund has provided more than \$1.7 million to nearly 5,000 employees. In addition, The Papa John's Franchise Relief Fund has provided more than \$550,000 to nearly 750 franchise team members in need since it was established in 2005.**

## Employee Health & Wellness

Within both our Quality Control Centers and corporate offices, team members have access to ergonomically correct workstations, chairs, standing desks and keyboards. Additional services available at our headquarters include:

- On-site medical clinic, which provides preventative and acute care including physicals, immunizations, allergy shots, health risk assessments and referrals for specialty care and testing.
- Annual on-site mobile mammography service as well as access to a local cancer center for annual screenings.
- On-site fitness center, which includes workout equipment and fitness classes at no or low cost to employees.
- Various wellness programs, including daily yoga classes.

Outside of our headquarters office, Papa John's offers team members access to deeply discounted memberships at local fitness centers.

All Papa John's offices, sites and restaurants are nonsmoking facilities.

<sup>4</sup> 2014–2017 data cover Quality Control Centers only.

## SECTION 6

### PIZZA: DELIVERING ON OUR COMMITMENT TO OUR CUSTOMERS

**There is nothing more important or vital to our business and to earning customer trust than providing safe, high-quality food. This starts with how we source ingredients to how our pizzas get to your door. Better in, Better out. Better, delivered.**

In 1984, Papa John's opened its doors with one goal in mind: BETTER INGREDIENTS. BETTER PIZZA. We knew that with quality ingredients we would strive to always deliver superior quality pizzas. That promise of Better Ingredients. Better Pizza. remains true to this day.

#### 6.1 SAFETY FIRST

Papa John's Global Food Safety Program and Standards applies to our entire supply chain – from our suppliers and Quality Control Centers where our original pizza dough is made, to Papa John's restaurants across the country. All Papa John's food service and restaurant team members undergo annual food safety training that covers safe ingredient handling, employee health and hygiene and cross-contamination. Team members also receive regular safety updates and reminders throughout the year.

Our fresh, original pizza dough is made in-house, with six simple ingredients, and delivered fresh twice weekly to all Papa John's U.S. restaurants. We purchase pizza sauce and other ingredients from a select group of qualified suppliers. Our supplier agreements require each to comply with all applicable laws, rules and regulations and mandate that each product sold to Papa John's meets all applicable quality standards, including good manufacturing practices requirements.

We conduct annual food safety and quality audits of all Papa John's Quality Control Centers where our original pizza dough is made to ensure compliance with U.S. food safety and quality standards and our own global food safety standards. We ensure all suppliers have undergone a third-party food safety audit. In addition, we audit our ingredient suppliers annually and provide feedback to drive continuous improvement.

#### 2020 Commitment:

We will conduct third-party food safety audits of all suppliers.

#### STAYING ALERT TO FOOD ALLERGENS

Because customer safety is important to us, we offer an online Allergen Guide and post information about unexpected allergens in all Papa John's restaurants. We also conduct mandatory training for restaurant team members with guidance to prevent cross-contamination with potential allergens. In addition, our dough manufacturing facilities are 100 percent peanut free.

In 2019, **100%** of our ingredient suppliers were audited.



## 6.2 FOOD QUALITY: SIMPLE, CLEAN INGREDIENTS

Papa John's has always believed in BETTER INGREDIENTS. BETTER PIZZA.

Serving high-quality pizza made with authentic ingredients.

**Our original dough is always made fresh, never frozen, with six simple ingredients: flour, water, sugar, soybean oil, salt and yeast.** Our signature pizza sauce is made with vine-ripened tomatoes that go from vine to can in the same day.

We top our pizzas with real cheese and meat full of flavor, not filler. Our onions, green peppers and Roma tomatoes are always freshly chopped in our restaurants. We use real cheese made from mozzarella.

Papa John's was the first national pizza delivery chain to announce the removal of artificial flavors and synthetic colors from our entire food menu, including preservatives such as BHA and BHT, flavor enhancer MSG, cellulose and partially hydrogenated oils, and high fructose corn syrup. We also fully transitioned the chicken used for our grilled chicken pizza toppings and chicken poppers to a vegetarian diet and raised without human or animal antibiotics. We use cage-free eggs (shell, liquid and ingredient eggs) across our core menu. In addition, we have eliminated the use of palm oil from most of our food. In the few products where it is used, we source only certified sustainable palm oil.

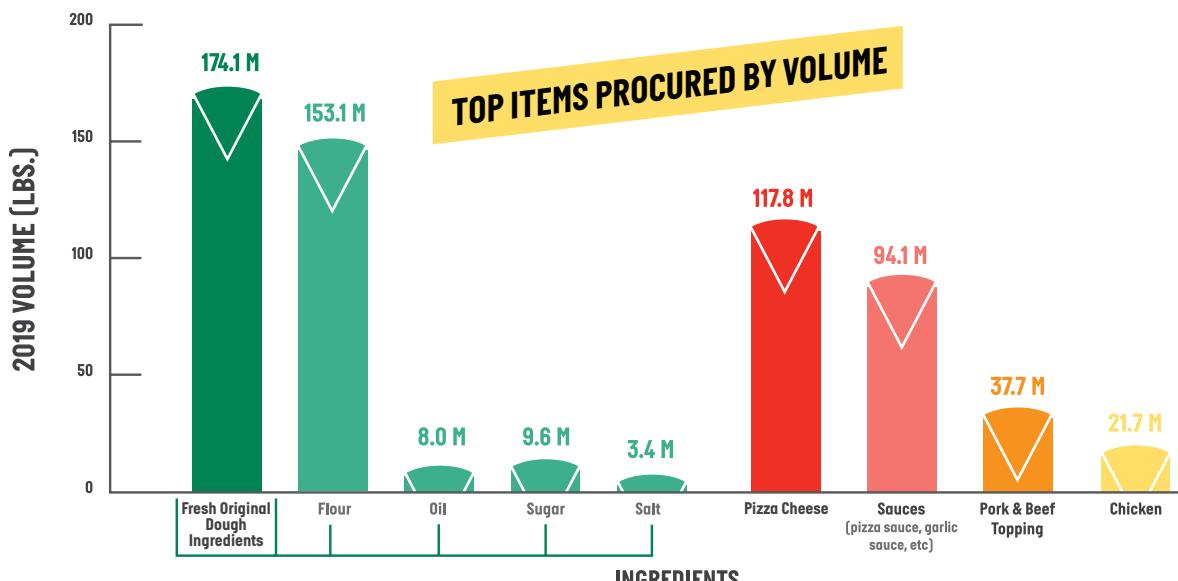
## 6.3 TRANSPARENCY & INNOVATION

We believe in transparency and choice. Papa John's offers detailed nutritional information online, for many items, including the ingredients of most of our products. Using Papa's Nutritional Calculator, customers can find nutritional facts about any customized pizza.

We know our customers have diverse nutrition needs and preferences. We were one of the first pizza chains that allowed customers to customize their order to create a vegan pizza or breadsticks with our original dough, which, with its six simple ingredients, is animal product-free. We were also one of the first pizza chains to offer a gluten-free crust. We also offer ingredients that come from all the major food groups. When coming up with new ingredients and food options, our nutritionists and food innovation teams look for ways to continuously add more nutritious, balanced and tasty items to our menu.

## 6.4 RESPONSIBLE SOURCING

Our supply chain is complex; products as diverse as cleaning supplies and pizza ovens and cheese to chicken need to be available at the right location at the right time. We rely on a limited group of established suppliers for the goods and services we need.



Our supply agreements prohibit the use of forced or child labor or facilitation of slavery and human trafficking. We provide annual training to our procurement teams to support these efforts and audit our suppliers annually for compliance.

We are committed to sustainable sourcing practices, with a particular focus on the humane treatment of animals. We also work with our suppliers to encourage sustainable packaging and the reduction in the use of fossil fuels and other natural resources.

#### **Our Commitment to Animal Welfare**

Our product specifications require that all suppliers comply with USDA regulations on the humane treatment of animals. Many of Papa John's suppliers do not directly own, raise or transport live animals; therefore, we mandate that all suppliers to Papa John's require that their suppliers comply with USDA regulations on the humane treatment of animals.

We expect all suppliers of animal products to receive annual third-party animal welfare audits and achieve an "Excellent" score. We review these audits during our supplier visits. In addition, we encourage our suppliers to go beyond these requirements and investigate alternatives to current farming, transporting and processing practices that would result in higher-quality animal care.

#### *Sow Pregnancy Pens*

We support the industry move away from traditional gestation crates and encourage our suppliers to explore alternative pregnant sow housing options. Our goal is to have significant movement to alternative housing by 2022, and we will actively seek suppliers who adopt a plan to implement this practice.

#### *Broiler Chicken Welfare*

We are committed to improving conditions for broiler chickens across our supply chain by requiring the following practices from our poultry suppliers by 2024:

- Use new broiler breeds recognized as having higher welfare outcomes
- Provide birds more space
- Provide improved environments, including litter, lighting and enrichment
- Ensure birds are processed using multi-step controlled atmospheric stunning



## Supplier Diversity

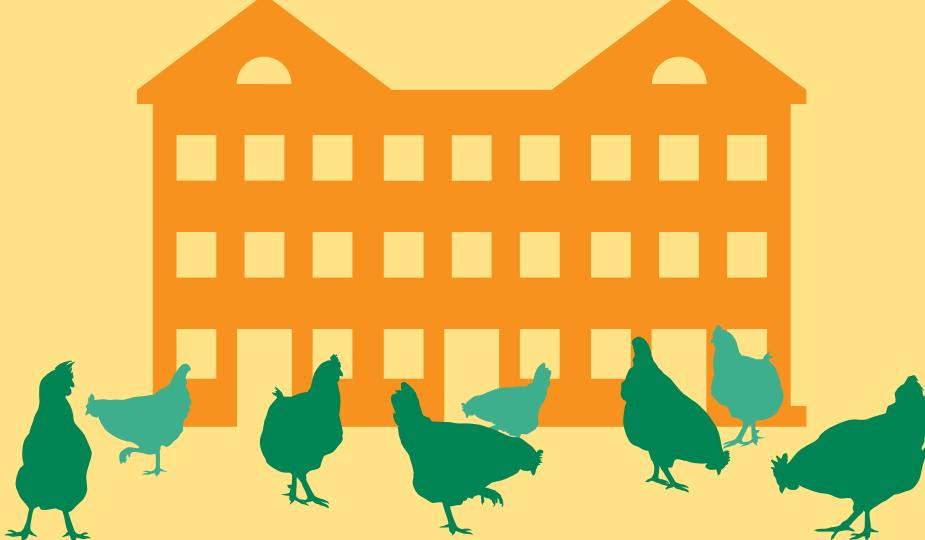
In 2019, Papa John's launched a Global Supplier Diversity Program and supplier diversity protocols to promote and support the growth and development of minority-, women-, disabled-, veteran- and LGBTQ+-owned businesses. The Company is committed to ensuring all suppliers are encouraged and invited to explore opportunities to do business with Papa John's.

**▲ Strengthening the diversity of our suppliers is good for our business and it is good for the economic viability of communities where we live, work and do business. ▼**

– Natonya Harbison, Director of Supplier Diversity

To support our supplier diversity, Papa John's has become a member of the National Minority Supplier Development Council and Women's Business Enterprise National Council.

**From 2018 through the end of 2019, the Company increased its total spend on diverse suppliers by 50 percent.**



## Supply Chain 2020 Commitment:

- Achieve significant movement to alternative housing by 2022.
- Improve conditions for broiler chickens across our supply chain by 2024.
- Papa John's will continue to review all animal welfare commitments annually, monitoring scientifically proven advancements within the industries we work closely with to assess and adjust our commitments as developments warrant.

# SECTION 7

## PLANET: DELIVERING ON OUR COMMITMENT TO THE ENVIRONMENT

Papa John's is committed to being a good steward of the environment and integrating environmental responsibility into how we do business. From more fuel-efficient vehicles, energy-saving ovens and sustainable packaging, we are investing today in a better tomorrow. Better in, Better out. Better, delivered.

Current Energy Use at QCC Facilities



### 7.1 MINIMIZING RESOURCE CONSUMPTION

Papa John's is investing in new technologies and processes to improve the efficiency of our restaurants and commercial operations in several ways. In doing so, we are also lowering our greenhouse gas emissions. Specifically, we have taken the following actions at our Quality Control Centers, restaurants and corporate headquarters.

#### *Quality Control Centers*

- Implementing more efficient cold storage refrigeration systems for dough and produce.
- Increasing the fuel efficiency of our commercial fleet by converting vehicles from manual to automatic transmission.
- Implementing new routing program at three Quality Control Centers that ensures our truck drivers take the most efficient routes.
- Piloting program to transition our refrigerated tractor-trailers to run on electricity during loading and storage instead of diesel fuel. In 2019, through this pilot, we saved 8,653 gallons of diesel fuel.

#### *Reducing Miles on the Road*

*By opening a new Quality Control Center in Acworth, Georgia, in 2019 that was closer to Papa John's franchises, its trucking fleet reduced travel by 40,000 miles each week.*

#### *Restaurants*

- Upgrading our pizza ovens with power-save technology to conserve energy between orders.
- Outfitting all corporate restaurants with LED lights and requiring all new Papa John's restaurants to install LED lighting.
- Implementing tankless, energy-efficient water heaters in all new restaurants.
- Using Drivosity to identify and mitigate aggressive driving patterns such as fast acceleration and harsh turns that increase fuel use.

#### *Corporate Headquarters*

- Transitioning to all LED lighting.
- Installing low-flow fixtures like toilets and faucet taps to conserve water.

## **2020 Commitment:**

- Implement new techniques to sanitize our reusable dough trays, which will reduce hot water and natural gas use, while maintaining high hygiene standards.
- Complete rollout of new routing program to all U.S. Quality Control Centers.

## **7.2 WASTE**

Our main sources of waste are food packaging and food waste in our restaurants, and shipping materials, food packaging and dough waste in our Quality Control Centers.

### **Reduction, Reuse & Recycling**

Papa John's is committed to reducing, reusing and recycling the waste generated at our offices, Quality Control Centers and restaurants.

We have increased the recycling of cardboard, corrugated paper and other paper products at our corporate office as well as at our restaurant and commissary operations. In our corporate headquarters, we recycle paper, aluminum, glass and plastic, and recycle all old technology equipment through an e-cycler partner.

We transport our fresh original pizza dough from our Quality Control Centers to our restaurants in reusable dough trays. When no longer fit for use, we grind and repurpose the trays, helping to divert more than 80,000 trays – nearly 250,000 pounds – from landfills in 2019.

### **Combatting Food Waste**

Every year, American consumers, businesses and farms spend \$218 billion, or 1.3 percent of GDP, growing, processing, transporting and disposing food that is never eaten. That's 52 million tons of food sent to landfill annually. Meanwhile, one in seven Americans is food insecure.

We are working to reverse these numbers by first looking at how we can reduce waste within our own operations.

With newly improved forecasting tools and processes and our recently upgraded inventory management system we are able to more accurately source the amount of ingredients we need, when we need them. As part of our effort to encourage better forecasting and reduce food waste, we have tied our bonus program for general managers to an annual food waste target.

When we do have surplus food, we work with partners to deliver food to people in need. Since 2010, we have donated 2.9 million meals through Papa John's Harvest Program by the Food Donation Connection. More than 400 nonprofits across the nation used the donated food to supplement their menu and offset their food budget. They can then use the saved funds for their main mission – helping the homeless, children, battered women, after school care, addiction recovery and senior centers.

In 2019, Papa John's initiated a pilot with Goodr, a charitable food donation supplier, in metro Atlanta. By donating surplus food, we provided more than 5,000 meals to people, diverting more than 6,200 pounds of waste from landfills and preventing more than 3,400 pounds of CO<sub>2</sub>. We plan to scale up our efforts with Goodr in 2020 to more participating Papa John's restaurants. In addition, several of our Quality Control Centers have established partnerships with local nonprofit organizations to provide surplus pizza dough to in-need recipients.

In cases where unused food or ingredients cannot be donated, we look for opportunities to incorporate them into animal feed.

*In 2015, we began using pizza boxes produced from 100 percent recyclable natural fiber certified by both the Sustainable Forestry Initiative and the Programme for the Endorsement of Forest Certification.*



## SECTION 8

### OUR COMMITMENT TO OUR COMMUNITIES

**Our impact extends beyond our restaurant doors. In 2019, we created more than 2,300 new jobs, and launched The Papa John's Foundation for Building Community. By investing in local communities, we can deliver better results together. Better in, Better out. Better, delivered.**

As a champion of better, Papa John's strives to be a strong corporate citizen by making our communities a better place to work, live and play.

#### 8.1 ECONOMIC IMPACT

One way we do this is through local economic development. Each time a Papa John's restaurant opens its doors in a new community, it brings with it up to 30 new jobs. Each represents a new small business entering the community. In 2019, we created 2,370 new jobs by opening nearly 80 new Papa John's restaurants, and with them the opportunity for each new employee to grow within the organization. [See page 17 to learn more about how we help our team members grow their careers.]

Papa John's believes it is our responsibility as a corporate citizen to pay our fair share of taxes, and we comply with tax requirements in every jurisdiction where we operate. Our restaurants, Quality Control Centers and corporate facilities contributed to economic growth through local, state and federal taxes. In 2019, we paid more than \$162 million in taxes to local communities across the U.S.

#### 8.2 THE PAPA JOHN'S FOUNDATION FOR BUILDING COMMUNITY

We also invest in local communities by giving back our time, money and food.

In 2019, we established The Papa John's Foundation for Building Community. The Foundation's development was guided by an independent advisory group of seven nationally recognized research, media and community engagement professionals. Working with local nonprofits, academic institutions and civic leaders, the Foundation will support communities as they work together for equality, fairness, respect and opportunity for all. The Foundation's main focus area is developing the next generation of leaders in the communities we serve.

**▲ This Foundation is about more than giving dollars, it's about cultivating partnerships that empower communities as they work to overcome barriers to civility and unity. ▼**

— Madeline Chadwick, Senior Vice President, Communications & Corporate Affairs

### *Key Programs Supported by The Papa John's Foundation for Building Community in 2019*

- Papa John's chose Bennett College in Greensboro, North Carolina, to receive the first grant (\$500,000) made by The Papa John's Foundation to help preserve the college's legacy. Since 1873, Bennett College has created a place for black women's voices to be developed and cultivated.
- The Papa John's Foundation provided a two-year, \$500,000 grant to the Association of American Colleges & Universities to help establish a network of 150 self-sustaining Truth, Racial Healing & Transformation Campus Centers. The centers aim to help prepare the next generation of strategic leaders and thinkers to break down racial hierarchies and erase structural barriers to equal treatment and opportunity.
- The Foundation also supported the National Youth of the Year Event in Washington, D.C.
- Through a \$100,000 grant, the Foundation is supporting Louisville's Synergy Project, a community engagement initiative aimed at further strengthening police and community relationships grounded in trust and legitimacy.

## **8.3 DISASTER RELIEF**

Papa John's is on hand to aid victims of disasters such as floods, tornadoes, hurricanes and fires – whether it's providing food for the hungry or donating funds.

One way we help is through our mobile kitchen, which we deploy to hard-hit areas to help feed first responders and victims of disasters. In 2019 in the aftermath of hurricanes Dorian and Barry, we provided hundreds of pizzas to Red Cross Shelters in North Carolina and Louisiana and to nongovernmental organizations in the Bahamas to help feed people in need.

## **8.4 EMPLOYEE COMMUNITY INVOLVEMENT**

Papa John's offers all corporate salaried team members eight hours paid time off per year for volunteering activities.

The Papa John's Foundation created a \$250,000 grant and partnership with the Boys & Girls Clubs of America, and in 2019 launched its first Annual Employee Day of Service. Team members from across the country participated in a variety of activities including

painting an art room, helping with homework after school, and playing a game of baseball. Altogether, Papa John's team members touched the lives of more than 1,000 kids at Boys & Girls Clubs in Chicago, Dallas, Houston, Los Angeles, Louisville,

Miami, New York City, Philadelphia, Atlanta, and Washington, D.C. The Foundation also supported the National Youth of the Year Event in Washington, D.C., an annual event of the Boys & Girls Clubs.

In 2019, Papa John's also established opportunities for headquarters-based team members to volunteer their time with a variety of local organizations and at local events such as the annual Muhammed Ali Carnival and the United Way's Build-a-Bike program.

*With an estimated 37 million Americans living with hunger, food security is an issue that affects every community in the country.*

*In 2019, Papa John's provided 1 million meals to Feeding America, the largest U.S. hunger-relief organization. The donated meals will help support Feeding America's network of 200-member food banks and 60,000 food pantries and meal programs. Together, Feeding America's partners feed more than 46 million people – including 12 million children and 7 million seniors – nationwide.*

**▲ Our partnership with Papa John's will empower kids and teens at Boys & Girls Clubs across the country to think about the entrepreneurial spirit and drive necessary to own a business. We are thrilled to have The Papa John's Foundation as a new partner. We know this Day of Service will provide hope and opportunity to young people across the country. ▼**

– Jim Clark, President and CEO, Boys & Girls Clubs of America



## FORWARD-LOOKING STATEMENTS

Certain matters discussed in this report which are not historical facts are “forward-looking statements” that involve risks and uncertainties. For a discussion of such risks and uncertainties, which could cause actual results to differ from those contained in the forward-looking statements, see “Part I. Item 1A. – Risk Factors” of the Annual Report on Form 10-K for the fiscal year ended December 29, 2019, as well as subsequent filings. We undertake no obligation to update publicly any forward-looking statements, whether as a result of future events, new information or otherwise.

We value and welcome feedback from all interested stakeholders. Please send comments or questions about this report to [corporate\\_responsibility@papajohns.com](mailto:corporate_responsibility@papajohns.com).

**BETTER, DELIVERED.**



BETTER INGREDIENTS.  
**BETTER PIZZA.**

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