



**PAPA[®]
JOHNS**

**2022 CORPORATE
RESPONSIBILITY
HIGHLIGHTS**



TABLE OF CONTENTS

ABOUT THIS REPORT 3

LETTER FROM OUR PRESIDENT & CEO 4

ABOUT PAPA JOHNS 5

ESG MILESTONES 8

SOCIAL 10

Diversity, Equity & Inclusion.....12

Talent Recruitment & Learning Development15

Investing in Health & Safety 17

Innovating to Meet Changing Customer Preferences18

Supporting Animal Welfare..... 19

Ensuring Food Quality & Safety..... 19

Delivering a Positive Impact.....20

ENVIRONMENT24

Sustainable Packaging & Materials Management26

Combating Food Waste27

Reducing our Carbon Footprint.....28

Looking Ahead.....28

GOVERNANCE29

Environmental, Social & Governance.....31

Compliance & Business Ethics 32

Risk Management 33

Information Security & Data Privacy 33

Political Contributions 33

GRI & SASB DISCLOSURES 34

ABOUT THIS REPORT

This Corporate Responsibility Highlights report provides a high-level overview of how Papa John’s International, Inc. (Papa Johns) operates and manages its environmental, social and governance (ESG) priorities and other issues important to our business and stakeholders. It covers the fiscal year ending December 25, 2022.

Our strategy and reporting are informed by the United Nations Sustainable Development Goals (UN SDG) noted below as we extend our impact beyond our restaurant doors. To learn more about how we support the UN SDGs, please see page 10 of our [2021 Corporate Responsibility Report](#). As a demonstration of our commitment to transparency, Papa Johns is also now disclosing data aligned with the Global Reporting Initiative (GRI) and Sustainable Accounting Standards Board (SASB) (page 34).



17PARTNERSHIPS FOR THE GOALS



12RESPONSIBLE CONSUMPTION AND PRODUCTION



8DECENT WORK AND ECONOMIC GROWTH



5GENDER EQUALITY



2ZERO HUNGER

Note that these are highlights and more in-depth information can be found in last year’s full report, our annual report and Proxy Statement. The data in this report, unless otherwise indicated, covers our U.S. corporate-owned or managed-restaurants, Hubs and Quality Control Centers (QCC), and does not include franchises.

Our quantitative data and reporting process for the 2022 safety and workplace demographic data sets went through an internal review and assurance process led by our Internal Audit team.

We value and welcome feedback from all interested stakeholders. Please send comments or questions about this report to corporate_responsibility@papajohns.com.

Forward-Looking Statement

Certain matters discussed in this report that 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 25, 2022, 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.





LETTER FROM OUR PRESIDENT & CEO

2022 marked yet another year of global disruption as we continued to navigate the ongoing effects of geopolitical issues, staffing shortages, inflationary pressures impacting consumer spending and all-time highs on commodity costs. Through it all, we kept our focus on what was within our control: our brand promise of delivering better and our unwavering commitment to our core values.

Together with our franchisees and team members we remained steadfast in our commitment to Pizza, People and Planet, our framework for making a positive impact on the world around us. I'm proud of the strides we made in 2022.

We continued building a culture that puts **People First**, including expanding Dough & Degrees, our fully funded tuition program. We increased the number of participating schools and reduced the eligibility requirements so more team members can participate. I'm proud that 80 percent of Dough & Degrees graduates are still working at Papa Johns.

Our focus on **People First** extends to our communities as well. In 2022, along with The Papa John's Foundation for Building Community, we announced a goal to donate 10 million meals over the next five years as part of our commitment to alleviating hunger.

As we foster an environment where **Everyone Belongs**, we continue to advance our strategic priority of building a culture of leaders who believe in diversity, inclusivity and winning. I'm proud that our progress was recognized again on Forbes' 2022 list of "World's Best Employers" and "Best Employers for Diversity." We were also honored to receive a top score from the Human Rights Campaign Foundation's 2022 Corporate Equality Index for the second consecutive year.

In line with our commitment to **Do the Right Thing**, we engaged with investors, NGOs and other stakeholders about our ESG strategy and how we are enhancing transparency around important topics for our business. In this Report, we have aligned our ESG disclosures with the Global Reporting Initiative (GRI) and Sustainable Accounting Standards Board (SASB) frameworks and disclosed our greenhouse gas inventory.

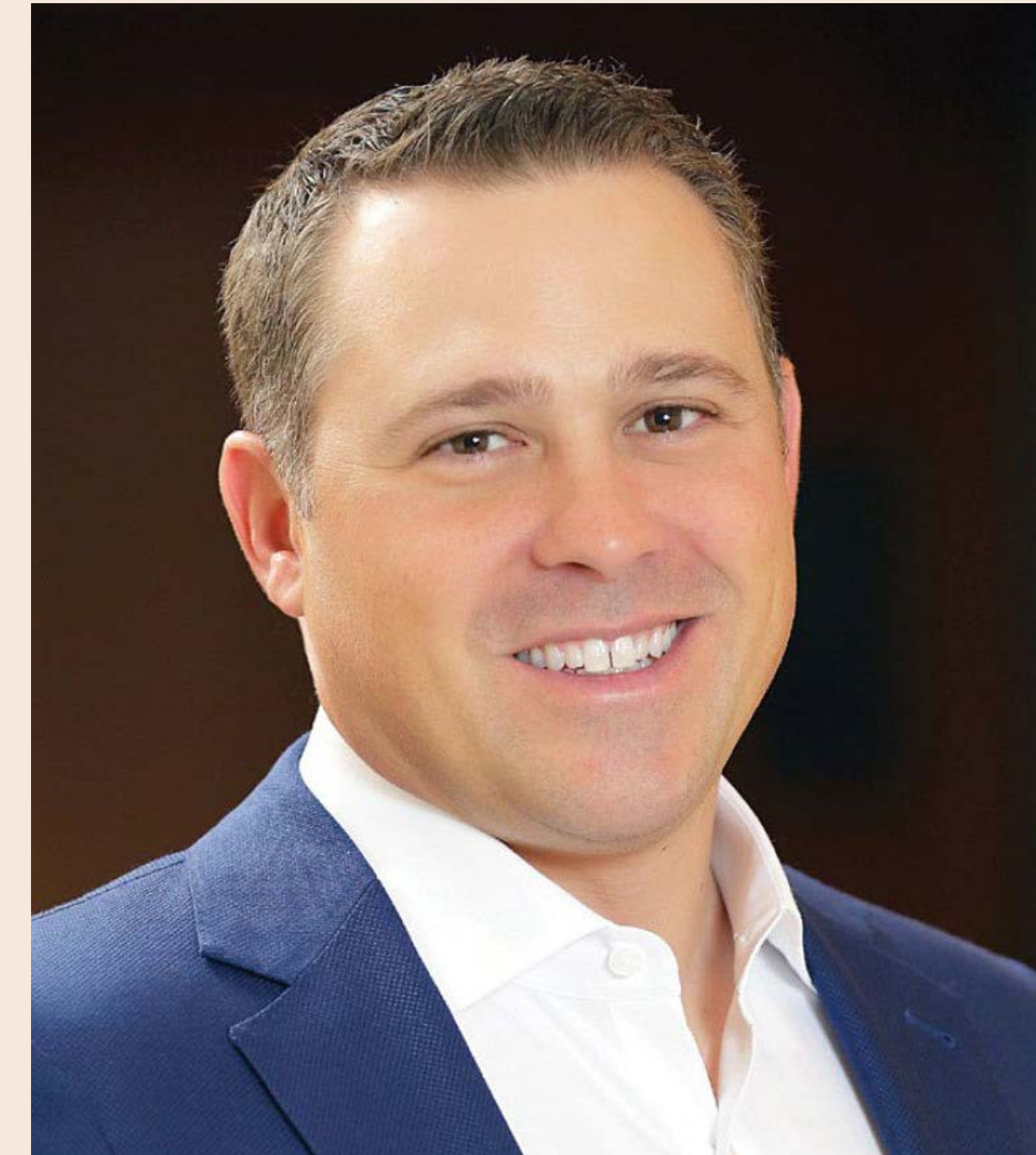
We continued to **Innovate to Win** by creating new menu items such as our Papa Bowls, an option for customers who prefer a crust-less alternative. We also introduced Papa Pairings, a value deal that provides a variety of menu items for price-conscious consumers who may be feeling the effects of inflation and rising food costs.

As we returned to our Corporate Hubs in spring 2022, we worked to foster an environment where people **Have Fun**. Our Inclusion Resource Groups (IRGs) hosted events to create meaningful connections through volunteerism and professional development, including conversations to promote dialogue and allyship. Through events celebrating Pride, Black History Month, Diwali, among other heritage moments, Papa Johns IRGs create space for team members to have fun and learn from each other.

I'm proud of the progress we've made toward our ESG priorities in 2022. Our team members and franchisees have delivered by staying committed to our values. While there's more work to do, we will continue on this important journey as we build Papa Johns into the world's best pizza company.

Sincerely,

Rob Lynch
President and CEO



“We continued to support our communities through The Papa John's Foundation for Building Community, working with local and national nonprofit partners to build tomorrow's leaders, tackle hunger and reduce food waste.”



ABOUT PAPA JOHNS

We LOVE pizza. It brings us all together. The world deserves better pizza and we deliver it.

PAPA JOHNS IS DRIVEN BY FIVE STRATEGIC PRIORITIES

- 1.** Build a culture of leaders who believe in diversity, inclusivity and winning.
- 2.** Re-establish the superiority of our pizza through our commercial platforms.
- 3.** Improve unit-level profitability and performance of our company and franchisee restaurants.
- 4.** Leverage our technology infrastructure to drive our business and operations.
- 5.** Profitably expand our footprint domestically and internationally.

OUR COMPANY IS BUILT ON OUR PROMISE

Better Ingredients. Better Pizza.®

WE ARE GUIDED BY OUR CORPORATE VALUES

- **People First**
- **Everyone Belongs**
- **Do The Right Thing**
- **Innovate To Win**
- **Have Fun**





COMPANY OVERVIEW*

TOTAL	
OPERATIONS	5,719
Corporate-owned restaurants	522
Franchise restaurants	5,184
Corporate-owned Quality Control Centers	13
NORTH AMERICA	
OPERATIONS	3,388
Corporate-owned restaurants	522
Franchise restaurants	2,854
Corporate-owned Quality Control Centers	12
INTERNATIONAL	
OPERATIONS	2,331
Corporate-owned restaurants	0
Franchise restaurants	2,330
Corporate-owned Quality Control Centers	1

PAPA JOHNS CORPORATE TEAM MEMBERS	
U.S. TEAM MEMBER TOTAL	12,100
Restaurant team members	9,600
Restaurant management team members	700
Corporate Hub team members	700
Quality Control Center team members	1,100

TOTAL REVENUE	\$2.1 B
NUMBER OF COUNTRIES AND TERRITORIES WITH PAPA JOHNS RESTAURANTS	48

* As of December 25, 2022





OUR VALUE CHAIN

Our commitment to our promise—Better Ingredients. Better Pizza.—extends throughout our value chain. All our suppliers must comply with Papa Johns Global Food Safety Program and Standards, Animal Welfare Policy and all applicable laws.

Products must meet our quality standards, including good manufacturing practices and worker safety standards, which are reviewed and verified through quarterly business reviews and annual food safety audits.

FARMERS

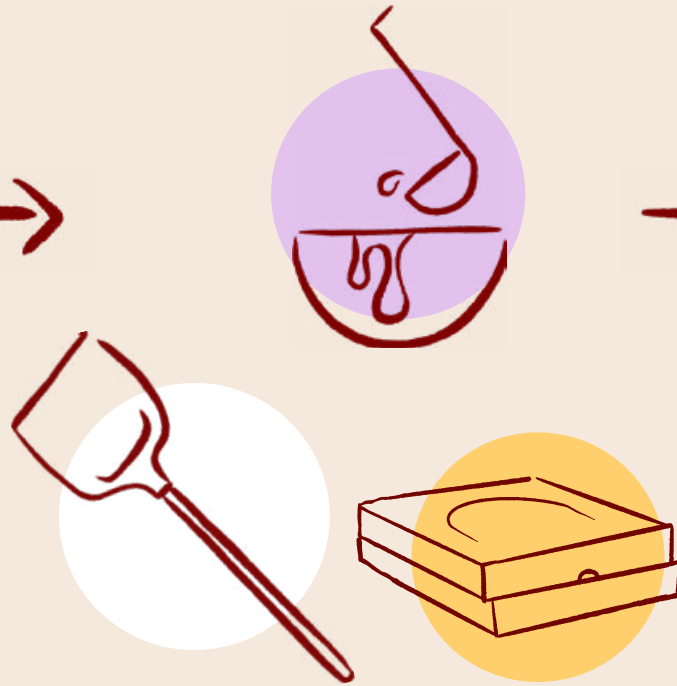
For many of our ingredients, the supply chain begins on the farm. Papa Johns suppliers work with farmers to ensure the produce, cheese and meat toppings for our menu items meet our quality standards.



In 2022, we purchased **34 million green peppers** and **150 million pounds of flour**.

SUPPLIERS

We collaborate with suppliers who design and manufacture pizza boxes and other packaging, make our signature sauce and process ingredients, and build equipment for our restaurants.



In 2022, we sourced **120 million pounds of cheese** and **10 million cans of pizza sauce**.

QUALITY CONTROL CENTERS (QCC)

Ingredients and packaging are delivered to our 11 QCCs, where we make our fresh, original dough each day.



QCCs undergo annual food safety and quality audits to ensure compliance with our global food safety standards.

We deliver **4.5 million dough balls** to our restaurants each week.

FLEET

Our own fleet of commercial drivers make **twice-weekly deliveries to our restaurants**.



Drivers participate in intensive training and we leverage collision avoidance systems and other technologies to monitor safe driver behavior.

RESTAURANTS

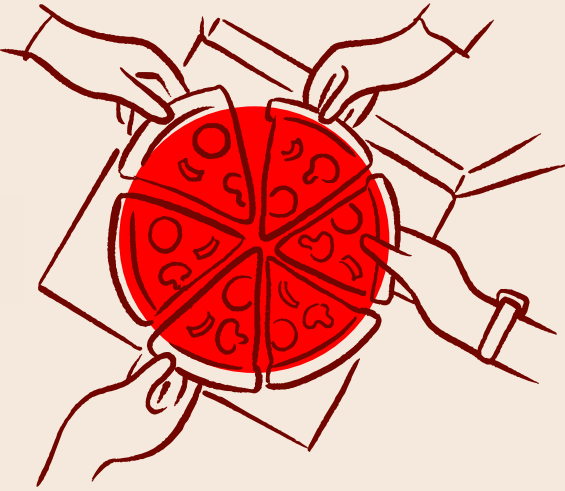
Team members make and bake our pizzas and other menu items.



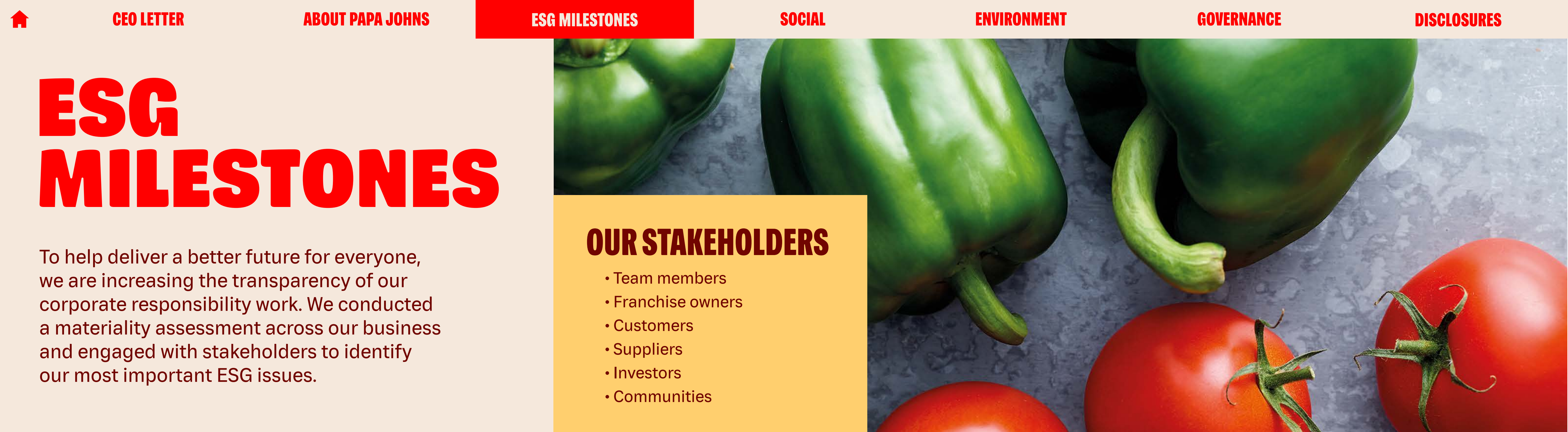
There are more than **5,700 restaurants** across **48 countries and territories** (over 90% franchised globally).

CUSTOMERS

Papa Johns drivers deliver high quality, delicious pizza directly to your door. We also leverage partnerships with food delivery marketplaces.



85%+ of our orders are made through digital channels.



ESG MILESTONES

To help deliver a better future for everyone, we are increasing the transparency of our corporate responsibility work. We conducted a materiality assessment across our business and engaged with stakeholders to identify our most important ESG issues.

OUR STAKEHOLDERS

- Team members
- Franchise owners
- Customers
- Suppliers
- Investors
- Communities

ESG MILESTONES

2000	2010	2018	2019			2020	2021	2022	2023
INTRODUCED PAPA JOHNS TEAM MEMBER EMERGENCY RELIEF FUND	LAUNCHED HARVEST PROGRAM	PILOTED SHORE POWER TECHNOLOGY IN QCC	TESTED ROUTE OPTIMIZATION TECHNOLOGY	CREATED DOUGH & DEGREES PROGRAM	LAUNCHED SIX EMPLOYEE RESOURCE GROUPS	CONDUCTED MATERIALITY ASSESSMENT	CREATED CROSS-FUNCTIONAL ESG COMMITTEE	INTRODUCED GREEN TEAM PROGRAM	PUBLISHED GRI AND SASB INDEX
			LAUNCHED THE PAPA JOHN'S FOUNDATION FOR BUILDING COMMUNITY	APPOINTED FIRST CHIEF PEOPLE AND DIVERSITY OFFICER		PUBLISHED CORPORATE RESPONSIBILITY REPORT		LINKED ESG GOALS TO EXECUTIVE COMPENSATION	



2022 ESG HIGHLIGHTS

100%

SCORE ON HUMAN RIGHTS
CAMPAIGN FOUNDATION'S 2022
CORPORATE EQUALITY INDEX FOR
THE SECOND CONSECUTIVE YEAR

NAMED IN THE FORBES 2022
WORLD'S BEST EMPLOYERS AND BEST
EMPLOYERS FOR DIVERSITY LISTS

\$56+ M

INVESTED WITH
DIVERSE AND
SMALL BUSINESS
SUPPLIERS

1.8+ M

MEALS DONATED AND 180+
ORGANIZATIONS SUPPORTED THROUGH
THE PAPA JOHN'S FOUNDATION FOR
BUILDING COMMUNITY

\$125K

IN FINANCIAL ASSISTANCE
PROVIDED TO 150 TEAM
MEMBERS THROUGH THE
PAPA JOHNS TEAM MEMBER
EMERGENCY RELIEF FUND

\$250K

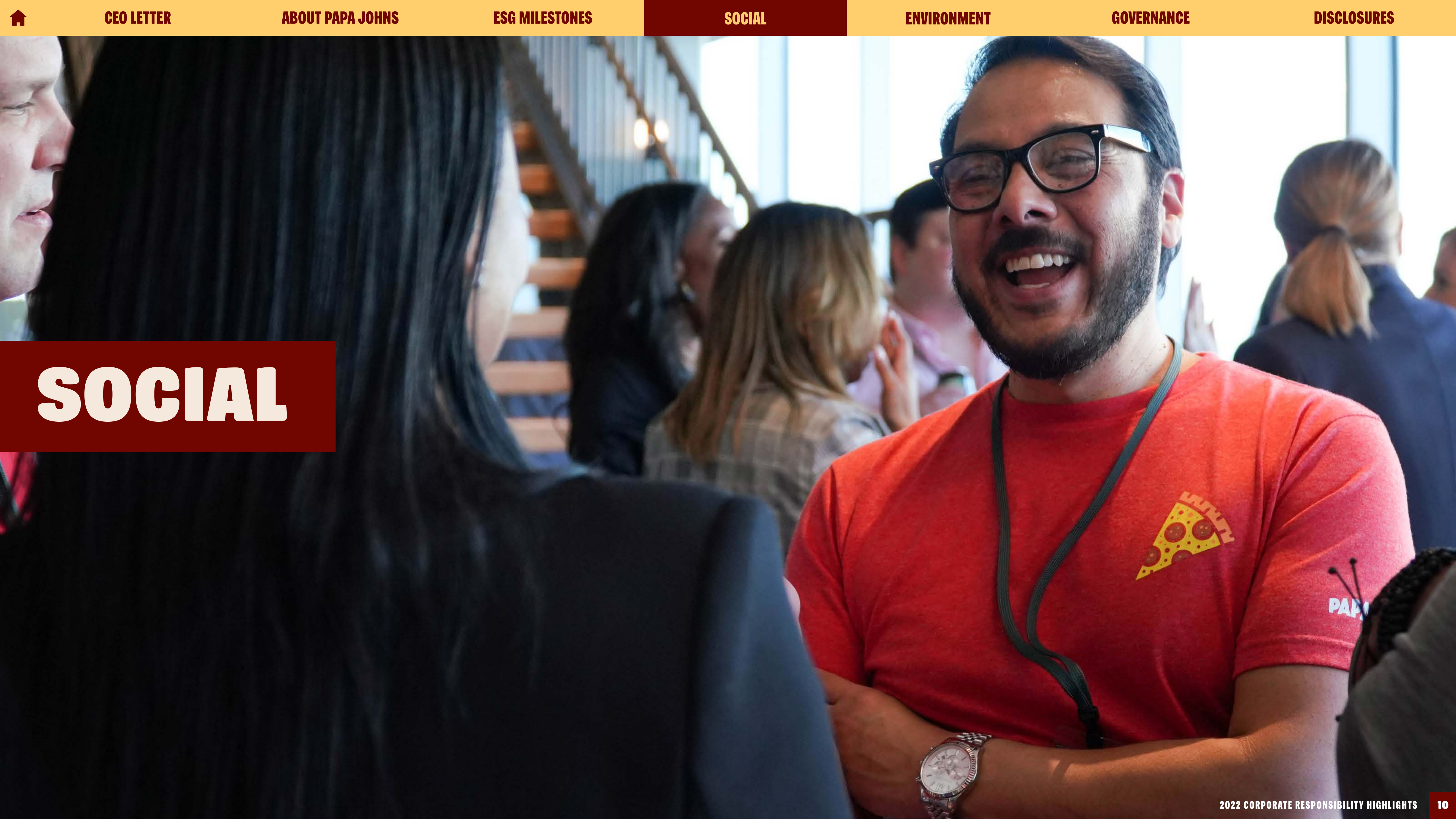
INVESTED IN
SCHOLARSHIPS
AND EMERGENCY
FINANCIAL AID FOR
UNCF SCHOLARS

197,376

POUNDS OF WASTE DIVERTED FROM LANDFILLS BY
REUSING AND RECYCLING 65,792 DOUGH TRAYS

EXPANDED THE USE OF ELECTRIC POWER TO
REFRIGERATE OUR DELIVERY TRUCKS DURING
LOADING AND UNLOADING TO 6 ADDITIONAL
QUALITY CONTROL CENTERS

SOCIAL





SOCIAL

OPEN, FOR EVERYONE

At Papa John's, we invite all voices to our table. A diverse, inclusive environment is essential to attracting the talent to grow Papa John's into the world's best pizza delivery company. We welcome all entrepreneurial spirits, innovators and pizza lovers to help us build a culture that reflects our values of **People First** and **Everyone Belongs** and creates a competitive advantage in attracting and retaining talent.

In our restaurants, Quality Control Centers and Corporate Hubs, Papa John's team members are valued for their contributions, treated equitably, encouraged to share their feedback and ideas, provided the tools needed to ensure their safety and total wellness and given ample opportunities to grow in their careers.

RECOGNITION



Received 100% score on **Human Rights Campaign Foundation's 2022 Corporate Equality Index**—the nation's foremost benchmarking survey and report measuring corporate policies and practices related to LGBTQ+ workplace equality—for the second consecutive year.



Recognized by Forbes on its 2022 list of **World's Best Employers** and **Best Employers for Diversity**.



DIVERSITY, EQUITY & INCLUSION

Our top strategic priority is building a culture of leaders who believe in diversity, inclusivity and winning. We are proud of the progress we’ve made but there is always more work to do. We focus on making meaningful, enduring improvements within our organization and in our recruitment and retention efforts.

Diversity, Equity and Inclusion (DEI) Strategic Objectives

- Diversify our workforce and leadership pipeline by attracting, recruiting, developing and supporting talent who reflect our customers and communities.
- Embed policies and practices that ensure fairness, build trust and hold ourselves accountable for adherence.
- Instill and reward behaviors that foster belonging and increase team member engagement across our organization.

The Corporate Governance and Nominating Committee (CGN) has oversight of our DEI strategy and receives regular progress updates from our Executive Leadership Team. In 2022, we launched an Executive Inclusion Council, comprised of senior leaders and co-chaired by President and CEO Rob Lynch and Chief People and Diversity Officer Elias Reyna. The Council is

charged with driving our DEI strategy and establishing an infrastructure for integrating DEI in all aspects of our business. The Council reports annually to the CGN on DEI progress. Allegations of discrimination are investigated and reported quarterly to our CGN.

Celebrating Our Individual Flavors

Papa Johns is open to new faces, new voices and new ideas, and we encourage team members to bring their unique and individual flavors to our table. On a global basis our Inclusion Resource Groups (IRG) help to build meaningful connections through community outreach and volunteerism, mentorship and professional development. IRGs elevate diverse perspectives, support key business goals and priorities, and create spaces for team members to learn from each other. Despite the pandemic-related constraints of the past two years, our IRGs continued to build their respective communities and launch initiatives. In 2022, over 1,100 global team members participated in IRG led events.

Our Inclusion Resource Groups

- Flavor B.E.A.T. (Black Employees Achieving Together)
- Flavor Juntos (Latino/Hispanic Flavor Together)
- Flavor Pride (LGBTQ+)
- Flavor Bridge (Multi-Generational)
- Flavor W.I.N. (Women’s Inclusion Network)
- Flavor Honor (Veterans)
- Limitless Flavor (Differently Abled Team Members)
- Flavor A.C.E. (Asian Pacific Islander Community for Equity)

WORKFORCE COMPOSITION TABLE

MANAGEMENT

Females in VP and Above Positions	32%
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SENIOR MANAGEMENT TEAM*

Total positions	9
Female members	4
African American members	1
LGBTQ+ members	0
Hispanic / Latino	1

WORKFORCE

GENDER

Female	31%
Male	68%
Did Not Disclose	1%

ETHNICITY

White	60%
Black / African American	24%
Hispanic / Latino	8%
Asian	2%
Not Specified	2%
Two or more	3%
Native Hawaiian or Other Pacific Islander	0%
American Indian or Alaska Native	1%

AGE

Under 30	58%
30–50	30%
50+	12%

Veteran status (yes)**	4%
Disability status (yes)**	7%

* Senior Management Team reflects data as of 2/10/2023
** Based on employee self-identification





For the second year, Papa Johns and the Flavor Beat IRG sponsored the City of Louisville's Juneteenth celebration, which commemorates the emancipation of enslaved people in the United States.



Members of Papa Johns Flavor A.C.E (Asian Pacific Islander Community for Equity) IRG hosted a celebration for Diwali, the Indian Festival of Lights.



To continue our Pride Month celebrations, the Papa Johns Pride IRG hosted a drag show featuring performances by three Atlanta-area queens, including one of our very own.



For Hispanic Heritage Month, President and CEO Rob Lynch spoke with our partners at HACR, an organization that works to increase Hispanic representation in corporate America, at the 30th Annual HACR Symposium.



Papa Johns and the Atlanta Hawks hosted the EmpowerHer Teen Leadership Forum, a workshop on leadership development for young women.



The Papa Johns Flavor Honor IRG supported the International Franchise Association's 2022 Blue Star Welcome Week, providing gift cards to 250 military families as they settled into their new homes.

DIVERSITY, EQUITY & INCLUSION (CONT.)

Focus on Supplier Diversity

Our commitment to DEI extends beyond our walls to our suppliers and other vendors. Our Supplier Diversity program prioritizes spending with minority-owned, women-owned, LGBT-owned, veteran-owned and small businesses. The program is open to vendor partners who are aligned with our core values of **Everyone Belongs** and **Innovate to Win**. In 2022 we spent more than \$56 million with diverse suppliers (defined as a business that is at least fifty one percent owned, operated, managed and controlled by an individual in any of the groups mentioned above).

To reinforce our supplier diversity efforts we partner with third-party certification agencies, including the National Minority Supplier Development Council, the Women’s Business Enterprise National Council, TriState Minority Supplier Development Council, Greater Women’s Business Council and many regional and local organizations.



ECONOMIC IMPACT OF DIVERSE & SMALL BUSINESS SPENDING

Spending with diverse and small businesses leads to additional benefits including job creation, higher wages and increased tax revenue for the communities we serve. According to a 2021 *supplier.io* economic impact study, our spend of \$37.2 million was estimated to generate:

\$64.7 M
IN PRODUCTION*

367
TOTAL JOBS SUPPORTED

\$18.2 M
IN TOTAL WAGES EARNED

\$19.9 M
IN TAXES GENERATED

* The cumulative direct, indirect and induced revenues of all affected businesses

Talent Recruitment & Learning Development

Building a culture of leaders means maintaining an open, welcoming work environment and helping all Papa Johns team members succeed. People have a choice about where they work, so we’re making efforts to recruit candidates who reflect the diversity of the communities we serve, and support them with quality training and learning and development programs.

Recruiting

In 2022, we expanded our efforts to recruit diverse talent by implementing anti-bias training for our recruiters. To meet job candidates where they live, and gain a deeper understanding of their personal, educational and professional goals, we sponsor and attend job fairs, scholarship programs and university and professional organization events. Our recruiting strategy aims to diversify the candidate pool for all manager level and above positions. To accelerate our efforts, we’re working with a variety of partners, including:

- National Black MBA Conference
- Asian Outreach Roundtable
- Women in Trucking
- Women in Technology
- Hispanic Association for Corporate Responsibility

In 2022, we partnered with the United Negro College Fund (UNCF) to launch the RISE (Recruiting Interns to Succeed and Excel) Internship Program. RISE provides opportunities for students at Historically Black Colleges and Universities (HBCUs) to explore career paths at Papa Johns. Partnerships with HCBUs play an important role in connecting us to future leaders with diverse lived experiences. Our inaugural class of RISE UNCF interns helped us **Innovate to Win** by bringing their unique perspectives and relevant insights to real business problems in our supply chain, communications strategies, and multicultural consumer engagement approaches.

Rise Internship Success Story

What was the most valuable thing you learned from the experience?



Amanda Moore, Brand & Multicultural Manager

During college I completed 10 internships, but few offered the business exposure and insight I knew I needed to kick-start my career. My priority during Erin’s internship was to provide opportunities for her to see brand marketing in action. In collaboration with colleagues across the company, we created valuable learning opportunities for the RISE cohort that also enabled them to contribute creative solutions to real business needs.



Erin Foster, RISE Intern

I learned to not be afraid to ask for help, and to lean on my team when needed. Collecting data to inform insights and strategies was challenging, but Amanda provided coaching and guidance, from connecting me with internal stakeholders to pull what was needed, to regularly checking in on my progress. Amanda served as both a manager and mentor to me, and I was also able to lean on staff for advice to take with me on my professional journey beyond Papa Johns.

TALENT RECRUITMENT & LEARNING DEVELOPMENT (CONT.)

Opening New Avenues to Employment

Lack of access to a vehicle can be an obstacle to employment for otherwise qualified candidates. In 2022, Papa Johns piloted two programs in Atlanta that used e-bikes and fleet cars to better attract and retain delivery drivers, improve customer service and increase efficiency.

In Atlanta’s dense, urban environment, team members have access to public transportation but parking can be an issue when making deliveries. Offering delivery drivers the option of an e-bike not only solved the parking challenge but opened up employment opportunities for individuals who might not have access to, or be able to insure their own vehicle. After the successful pilot, the program was expanded to Lexington, KY and the Atlanta suburbs.

Our fleet car pilot, also launched in the Metro Atlanta region, tested a way to improve recruiting for restaurants in economically challenged areas. Program results indicated that fleet cars can be an effective recruitment tool and Papa Johns will expand this program in 2023.

We also created a pilot program that provided insurance at no cost to our corporate delivery

drivers in Illinois. The program offered primary coverage for liability and up to \$10,000 for first-party physical damage to the drivers’ vehicles. The plan offers drivers peace of mind, removes another potential obstacle to employment, and sets Papa Johns apart as the employer of choice in the delivery space.

Expanding Access to Learning & Development

Papa Johns offers best-in-industry education programs and initiatives to help team members expand their skill sets, build leadership and management expertise, and advance their careers. Since 2019, our Dough & Degrees fully funded tuition program has drawn ambitious and talented individuals to our team.

In 2022, we expanded access to the program by reducing eligibility requirements and enhancing our education offerings. Team members can now obtain their high school diploma, learn English as a second language, and earn an associate’s, bachelor’s, and/or master’s degree. Professional certificate courses in business-relevant areas such as data science and franchise management are also available.

DOUGH & DEGREES PARTICIPATING INSTITUTIONS

- Purdue University Global
- University of Maryland Global Campus
- University of Phoenix
- Western Governors University
- Colorado Technical University
- American Public University System
- eCornell
- Smart Horizons Career Online High School
- MyTime English

DOUGH & DEGREES ELIGIBILITY REQUIREMENTS

With expanded access in 2022, team members are eligible if they:

- Have been employed by Papa Johns for at least 60 consecutive days
- Average 10 or more working hours per week
- Work in the following business areas:
 - Corporate restaurant operations
 - PJ Food Service
 - Trans Papa Logistics
 - Atlanta and Louisville Corporate Hubs
 - Preferred Marketing (salaried and hourly)

The program has had a significant impact on retention as well as providing pathways to leadership roles within our organization. Currently 80% of Dough & Degrees graduates remain with Papa Johns and many go on to work in frontline restaurant operations, supply chain management and marketing.

TAKING CARE OF EACH OTHER

The Papa Johns team member Emergency Relief Fund—known as the Papa Fund—provides financial assistance to eligible corporate team members facing emergency, injury, illness or natural disaster. Powered by team member donations and fundraising campaigns, the Fund has provided approximately \$1.8 million to nearly 2,300 team members since 2000. The Papa Johns Franchise Relief Fund provides similar assistance to franchise team members in need, distributing more than \$640,000 since it was established in 2005.



INVESTING IN HEALTH & SAFETY

Promoting and maintaining a safe and healthy work environment is a top priority at Papa Johns. We continue to invest in training and technology to ensure the safety of our people in our Quality Control Centers (QCC) and Corporate Hubs, in our restaurants and on the road. Our Vice President of Global Safety & Security has oversight of the program and provides regular reports to senior leadership. For more details on our health and safety programs, see our [2021 Corporate Responsibility Report](#).

In 2022, the Safety and Security team launched a Loss Prevention Department to support the Papa Johns organization for store operations and PJ Food Service lines of business. Work in 2022 consisted of hiring and onboarding two

Loss Prevention Managers. As part of this process, the Loss Prevention team worked alongside both store and QCC operations to build relationships and identify critical areas of loss. The Loss Prevention team was also able to collect data, identifying key performance indicators and conducting gap assessments with respect to policies, procedures and operational execution. From those gap assessments, key policies and procedures were developed to help identify and address both integrity issues and operational inefficiencies, with the goal of helping to protect company assets and increase profitability.

TEAM MEMBER SAFETY STATISTICS*

REDUCTION IN OSHA RECORDABLE INJURIES SINCE 2014	27%
REDUCTION IN TOTAL RECORDABLE INJURY RATE SINCE 2014	35%
REDUCTION IN LOST WORKDAYS FROM INJURIES SINCE 2014	79%

* Data reflects QCCs only



INNOVATING TO MEET CHANGING CUSTOMER PREFERENCES

In line with our commitment to Better Ingredients. Better Pizza. Papa Johns serves high-quality pizza made with authentic ingredients. We were the first national pizza delivery company to announce the removal of artificial flavors and synthetic colors from our core menu. We have also removed preservatives such as BHA and BHT, flavor enhancer MSG, partially hydrogenated oils and high-fructose corn syrup. Our original dough is always fresh, never frozen, and made with six simple ingredients: flour, water, sugar, oil, salt and yeast. Learn more about our ingredients [here](#).

We believe in offering a variety of options to meet our customers’ wide range of dietary needs and preferences, and our food innovation team is always looking for new ways to meet this goal. In 2022 we introduced oven-baked Papa Bowls, a crust-less option that combines pizza toppings, cheeses and our signature sauces.

We also responded to our customers’ economic concerns with value-oriented menu options. When we noted increasing food price sensitivity in the spring of 2022, we launched a national deal—Papa Pairings—that includes two or more select menu items for only \$6.99.



VEGAN PIZZA

Papa Johns was one of the first pizza chains to offer customers the ability to customize and create vegan options with our always vegan original dough. In the UK, restaurants have offered a plant-based cheese pizza since 2019.



SUPPORTING ANIMAL WELFARE

Our commitment to better extends to improving animal welfare throughout our supply chain. While Papa Johns does not breed, process, transport, own or raise animals, we expect suppliers to adhere to the highest commercial standards for animal welfare. Our approach is outlined in our corporate [Animal Welfare Policy](#).

Cage-free Eggs

Papa Johns began using eggs from cage-free hens in 2016, and currently more than 90% of our purchased eggs are from cage-free sources (in the UK market, we’ve used cage-free eggs exclusively since 2018). We have committed to obtaining 100% of our eggs and egg ingredients for Papa Johns proprietary menu items from cage-free suppliers by 2030. In regions of the world that have only a limited supply of cage-free eggs or lack a current pathway to a commercially viable supply, we plan to work with suppliers and other partners to increase the availability of eggs from cage-free sources.

ENSURING FOOD QUALITY & SAFETY

The Papa Johns Global Food Safety Program covers our entire supply chain—from our suppliers and Quality Control Centers to Papa Johns restaurants. Relevant Papa Johns food service and restaurant team members receive food safety training that includes safe ingredient handling, team member health and hygiene, and cross-contamination. Team members also receive regular safety updates and reminders throughout the year. We engage with industry groups, such as the National Council of Chain Restaurants, the National Restaurant Association and the National Retail Federation, to ensure that we have access to best-in-class resources, address common food safety issues and find shared solutions to supply chain challenges.

A strong Quality Assurance (QA) team ensures customer safety as well as the quality of our ingredients. In 2022, we enhanced compliance with our global food safety standards and reorganized our QA team so that product quality managers can conduct more thorough vendor audits. Our new Quality Database System integrates vendor data to track quality metrics in areas including food safety and animal welfare. The new database is more efficient, ensuring greater accuracy and quality in our process.

We work to ensure all our suppliers have undergone a third-party food safety audit. In addition, we conduct annual quality audits of our ingredient suppliers and provide feedback through our supplier scorecard. While in-person audits were limited for two years due to COVID-19, we reinstated on-site audits in 2022. Approximately 60% of audits were conducted onsite by our team members, while the remaining 40% were virtual. In 2023, we hope to return to our pre-pandemic total of 100% onsite audits.

In 2022, we had no material product recalls and no foodborne illness outbreaks.



DELIVERING A POSITIVE IMPACT

Support for our communities is part of our commitment to delivering impact beyond our restaurant doors. In 2019, Papa Johns created The Papa John’s Foundation for Building Community to support communities as they work together for equality, fairness, respect and opportunity for all. Together, Papa Johns and the Foundation strive to make the places our team members and customers live, work and play, better.

The Papa John’s Foundation for Building Community

The Papa John’s Foundation for Building Community, through partnerships with leading national and local nonprofit organizations, advances work in support of youth leadership and entrepreneurship, food security and food waste reduction. The Foundation is governed by a Board of Directors, including three Papa Johns executives and four independent directors, including two franchisees. Learn more about The Papa John’s Foundation for Building Community [here](#).

The Foundation invests in our nonprofit partners through direct giving and through the Building Community Fund, a program that allows franchisees to nominate local nonprofits in their communities for grants of up to \$10,000. In 2022, the Foundation donated \$1.6 million through the Building Community Fund, a 60% percent increase from 2021.

In 2022, through direct giving, the Foundation continued working with longtime partners

focused on youth leadership and entrepreneurship and engaged new partners focused on hunger and food waste recovery. This year, the Foundation:

- Continued to support Boys & Girls Clubs of America’s (BGCA) leadership development programs, including the Keystone Conference and Youth of the Year, which focus on academic success, career preparation and community service.
- Sustained support for UNCF. The Foundation invested \$250,000 to fund college scholarships for students majoring in STEM or business courses ranging from Marketing to Supply Chain Management, as well as “just-in-time” emergency financial aid to students at risk of dropping out due to unexpected hardship.
- Supported The Farmlink Project, which connects farms that have surplus produce to food banks, serving people in need while also diverting food from the waste stream.

For the third year, the Foundation supported the GLI (Greater Louisville Inc., The Metro Chamber of Commerce) Business Council to End Racism through funding for the Power to Prosper Minority Business Accelerator. The program was launched to support minority-owned businesses with at least \$200,000 in annual revenues and looking to scale. In February, the accelerator received 100 applications and 20 companies were selected to take part in the eight-month program.

“It is so important that businesses in the food industry offer their expertise to the fight against hunger, the way Papa Johns has done for so many years. By leveraging the passion of their people, as well as their vast retail footprint, Papa Johns has helped build a model for other similar businesses to follow. We look forward to helping Papa Johns expand Papa Johns Harvest Program as they work to reach their goal of 10 million meals donated over the next five years.”

**JIM LARSON, VP OF DEVELOPMENT
FOOD DONATION CONNECTION**

TEAM MEMBERS AND BGCA’S YOUTH OF THE YEAR

Papa Johns welcomed Southeast Region Youth of the Year candidates from Boys & Girls Clubs of America Southeast Youth of the Year to our Atlanta Corporate Hub for a day of pizza making in our Innovation Kitchen and a career exploration panel with Papa Johns team members.



PIZZA WITH A PURPOSE

Papa Johns hosted the “Pizza with a Purpose” campaign for the third year to raise funds to support the Foundation’s community partners and programs. Throughout the two-month campaign, one dollar from every Shaq-a-Roni pizza sold was donated to The Papa John’s Foundation for Building Community, raising almost \$2.8 million. Additionally, our Papa Rewards® members were invited to convert their rewards into a contribution to the Foundation.

2022
FOUNDATION
IMPACT
BY THE
NUMBERS

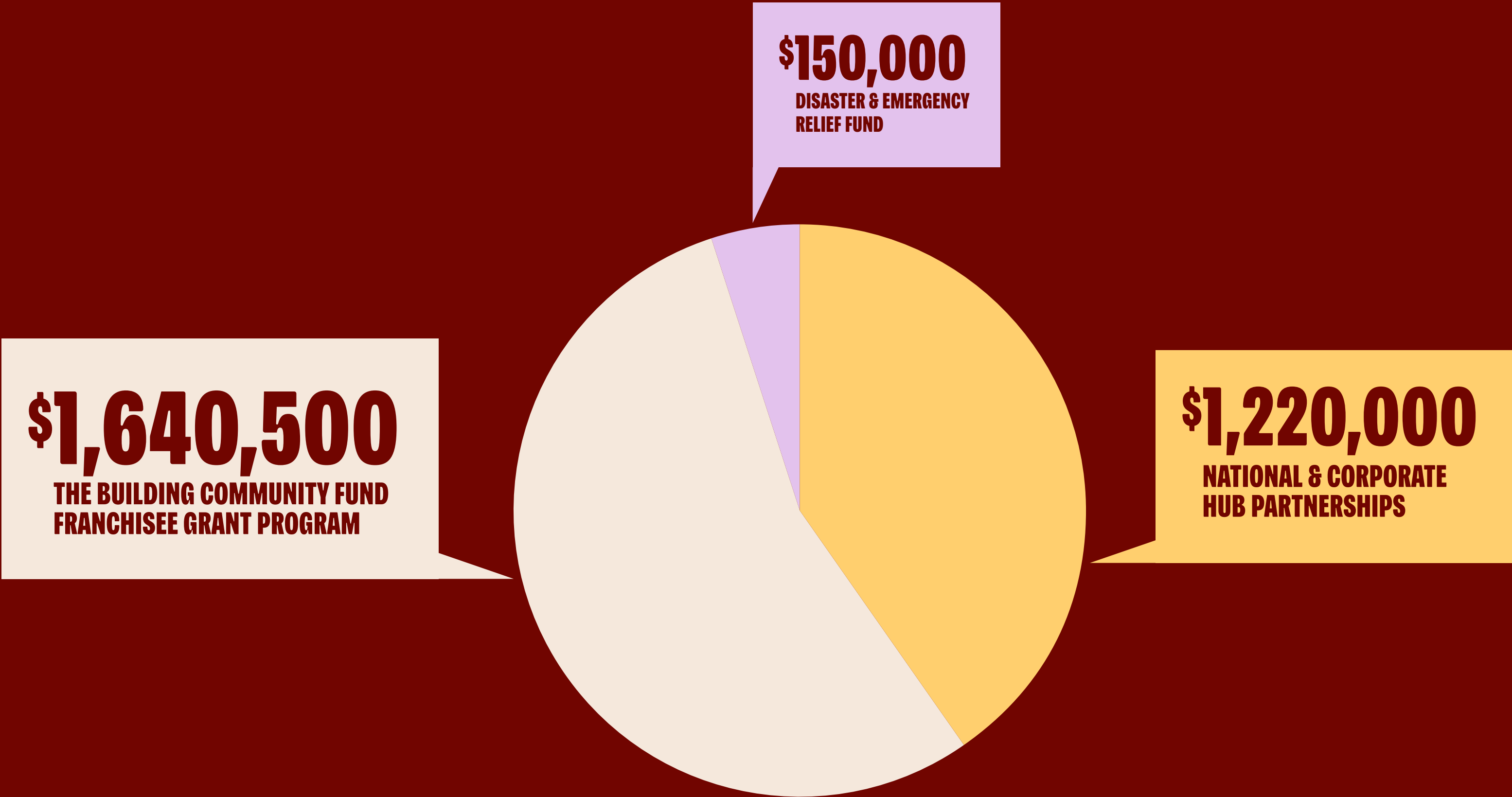
1.6+ M
YOUTH ENGAGED

1.8+ M
MEALS DONATED

180+
NONPROFIT ORGANIZATIONS
SUPPORTED

THE PAPA JOHN'S
FOUNDATION'S
GIVING IN 2022

\$3,010,500
TOTAL



DELIVERING A POSITIVE IMPACT (CONT.)

Providing 10 Million Meals

To kick off Hunger Action Month in 2022, Papa Johns and The Papa John’s Foundation for Building Community announced a commitment to donate 10 million meals over the next five years, supported by four strategic initiatives:

1. Expanding the Papa Johns Harvest Program, a partnership with Food Donation Connection, which coordinates surplus food donations from Papa Johns restaurants. Since 2010, the Harvest Program has delivered 3.6 million meals to community partners (see page 27 for additional detail on the Harvest Program).
2. Providing grants from the Foundation to national and local nonprofit organizations.
3. Empowering Papa Johns franchise partners to deepen their legacies of fighting hunger through the Foundation’s Building Community Fund.
4. Serving thousands of hot, fresh meals directly to those in need through in-kind donations of Papa Johns pizza.



HUNGER PARTNER SPOTLIGHT

Over the past year, the Foundation directly funded nonprofit organizations focused on hunger and food recovery.



Concrete Jungle, a Georgia nonprofit that transforms overlooked and underutilized fruit trees and land into a healthy food source for communities in need.



Dare to Care, a Louisville, Kentucky-based nonprofit that partners with local food pantries, shelters and emergency kitchens to distribute food to the community.



Food Recovery Network, a national nonprofit that unites college students and food businesses to fight food waste and hunger by recovering surplus food across the supply chain and donating it to those in need.



Just Food of Douglas County, a Lawrence, Kansas organization that aims to end hunger by increasing access to healthy foods, reducing barriers to health and well-being, and cultivating self-sufficiency within the local community.

HUNGER ACTION MONTH

“As a pizza company, Papa Johns is in a unique position to support a cause that our team members and franchise partners are passionate about—feeding our communities and, in particular, providing meals to those in the greatest need.”

**MADLINE CHADWICK, SVP OF COMMUNICATIONS
& CORPORATE AFFAIRS AT PAPA JOHNS**



DELIVERING IMPACT (CONT.)

Stepping Up and Doing the Right Thing

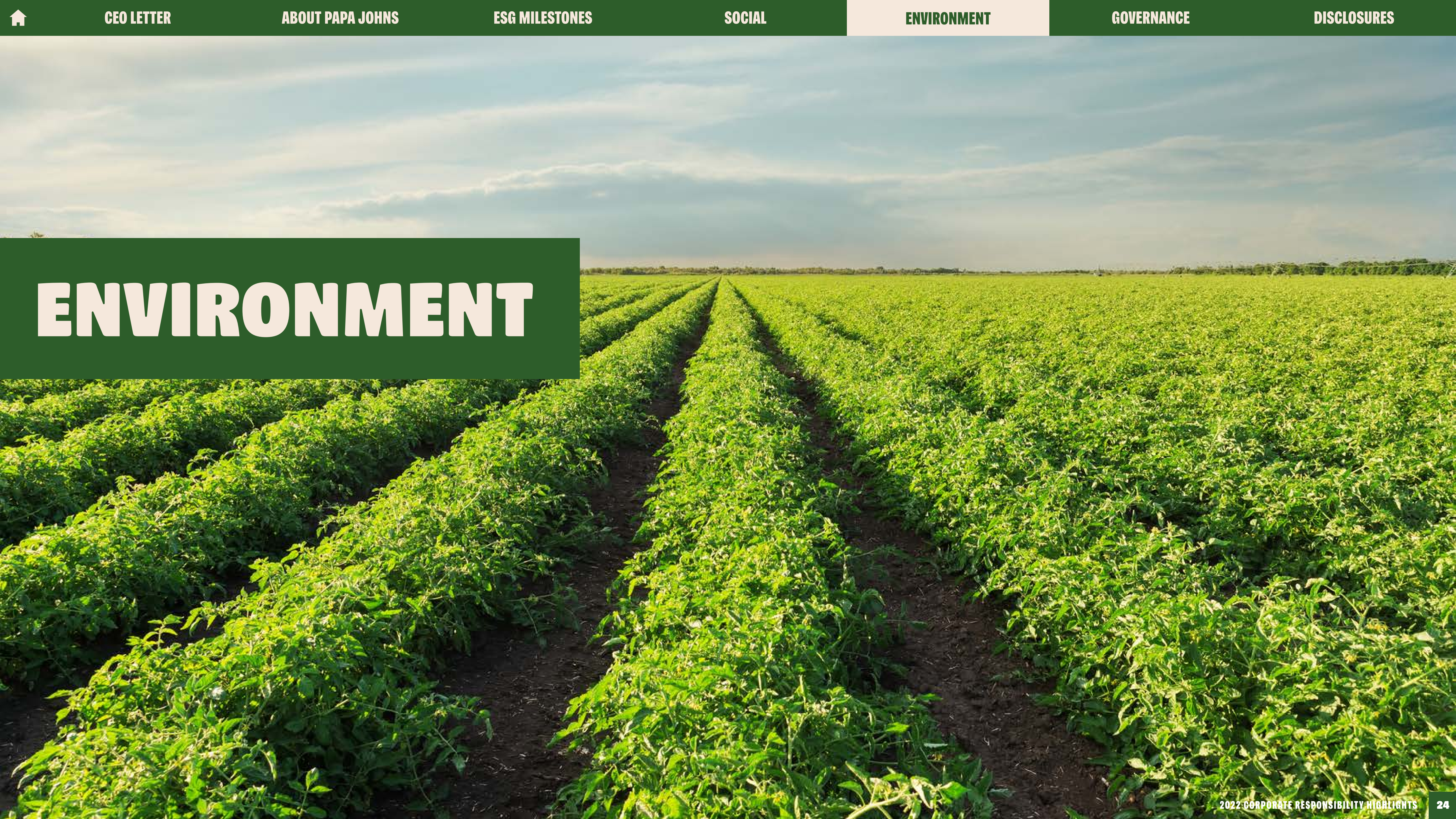
In keeping with our value **Do the Right Thing**, we are always looking for ways team members can get involved and support their local communities. Papa Johns offers all salaried Corporate Hub team members eight hours paid time off per year for volunteer action. During our 2022 Week of Service more than 450 corporate and franchise team members in eight U.S. cities and the UK volunteered for nonprofit organizations supported by

The Papa John’s Foundation for Building Community. From packing thousands of meals, to planting vegetable gardens, to sorting clothes, our team members made a positive impact.

Responding to Disasters and Emergencies

Papa Johns has a long history of showing up in response to natural disasters in the U.S. and abroad. In the wake of Hurricane Ian in 2022, our team members and nonprofit

partner organizations distributed over 10,000 meals from our Mobile Kitchen to devastated communities in Florida. In March, we supported humanitarian relief efforts in Ukraine, including making a financial contribution from the Foundation to World Central Kitchen and donating ingredients to feed refugees fleeing the conflict.



ENVIRONMENT



ENVIRONMENT

ADDRESSING OUR MATERIAL ISSUES

We are always open to new ways of delivering *better* in every aspect of our business, including efforts to reduce our environmental impact. We know we have an important role to play and are committed to addressing the environmental issues most material to our business, our stakeholders and our customers. Our 2021 [Environmental and Climate Change Statement](#) outlines our priority focus areas of sustainable packaging and materials management, sustainable agriculture, food waste and greenhouse gas emissions.

2022 marked an acceleration of our efforts. In the same way that we develop and evolve our menu, we are building a more sustainable business on a foundation of rigorous research and planning. Using the findings from our first greenhouse gas (GHG) inventory, we conducted a series of environmental assessments to benchmark resource use and prioritize environmental initiatives across our Corporate Hubs, Quality Control Centers, restaurants and vehicle fleets.



SUSTAINABLE PACKAGING & MATERIALS MANAGEMENT

As a company that relies heavily on packaging, sustainable materials management has long been a priority for Papa Johns. Our pizza boxes are made from 100% fiber-based materials certified by the Sustainable Forestry Initiative and the Programme for the Endorsement of Forest Certification. In 2022, Papa Johns formed its first ever cross-functional Sustainable Packaging Working Group to benchmark our current packaging options and identify new opportunities.

TURNING TO REUSABLES

We use reusable dough trays to transport our fresh, original pizza dough from our Quality Control Centers to our restaurants, and recycle the trays at the end of their useful life. In 2022, our reusable dough tray program diverted 65,792 trays—more than 197,000 pounds of waste—from landfills.



MATERIALS USED BY WEIGHT (METRIC TONS)

PACKAGING MATERIALS	2021	2022
NON-RENEWABLE PACKAGING MATERIALS		
Plastic	4	69
Foil	61	39
RENEWABLE PACKAGING		
Corrugated cardboard	624	594
Paperboard	31	36
Paper	537	438



COMBATING FOOD WASTE

We are committed to delivering on our brand promise Better Ingredients. Better Pizza. and ensuring that the pizzas that we make and the ingredients we purchase go to good use. We use forecasting tools and an upgraded inventory management system to source ingredients accurately, but occasionally mistakes are made, or orders go uncollected. To turn these occurrences into positive action, Papa Johns launched its Harvest Program more than ten years ago. In partnership with the Food Donation Connection, incorrect and uncollected orders from our restaurants are donated to over 400 community organizations. In 2022, Papa Johns donated 190,000 meals

through the Harvest Program. Since 2010, the program has diverted 3.6 million pounds of food that would have otherwise gone to landfills to help feed those in need.

SPOTLIGHT ON THE UK

In 2022, corporate team members in the UK made great strides in reducing their environmental footprint, including:

- Sourcing 100% of the UK Quality Control Center’s electricity from renewable energy sources, certified by a REGO (Renewable Energy Guarantees of Origin) Certificate.
- Joining the Zero Carbon Forum, the UK hospitality industry’s most collaborative effort on climate change, to calculate the carbon footprint of a slice of pizza.
- Partnering with FareShare, a charity that redistributes surplus food to those in need to reduce food waste and fight hunger.

HARVEST PROGRAM HIGHLIGHTS

The responses from our program partners have been humbling:

“Papa Johns has been outstanding with their donations. Pizza is very popular and has drawn more families in need to our charity.”
Ryan at Loaves & Fishes—Clarksville, TN

“When everyone knows that there is pizza, they line up around the building.”
Sylvia & Vanessa at Shawnee Community Services—Lenexa, KS



REDUCING OUR CARBON FOOTPRINT

We look for opportunities to reduce our energy use and improve efficiency across our operations. Following the environmental assessments which concluded in early 2022, we:

- Implemented an Energy Management System to monitor, control and optimize electricity generation and transmission across our corporate restaurants, Quality Control Centers (QCC) and Corporate Hubs.
- Expanded the use of electric power to refrigerate our delivery trucks during loading and unloading—a process that can take up five hours—to reduce diesel fuel consumption. Our Shore Power Electric program was launched in 2018 and results in an approximate 25% reduction in diesel use each year. In 2022, we expanded the program to six additional QCCs.
- Initiated a pilot program to install smart thermostats to optimize temperature control and HVAC use in restaurants.

LOOKING AHEAD

In 2022, we continued to implement initiatives to address our environmental impact and improve data collection to increase transparency, including reporting our Scope 1 and 2 emissions. In 2023 and 2024, our efforts will focus on developing a climate action plan, which will include measuring Scope 3 emissions, assessing deforestation exposure in our supply chain and evaluating targets for reducing emissions and deforestation risks. To inform this work with the latest research and best practices, we plan to continue engaging with key external stakeholder groups.

GREENHOUSE GAS EMISSIONS FOOTPRINT

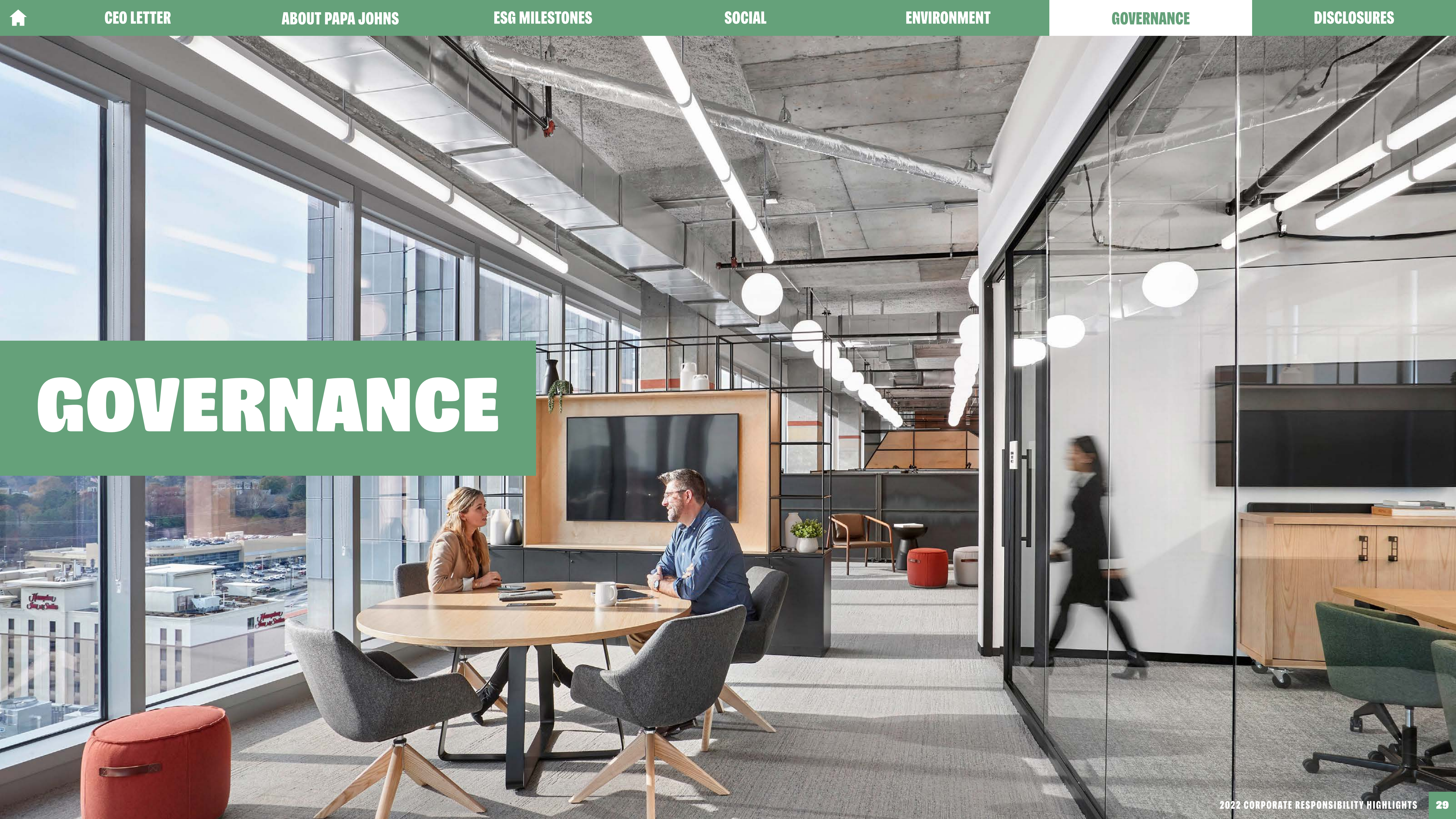
GHG BY SCOPE (metric tons of CO2eq)	2020	2021	2022
SCOPE 1	50,601.52	55,774.52	52,695.66
Stationary Combustion	18,789.89	18,714.95	15,915.92
Natural Gas	18,266.28	18,191.34	15,511.70
Propane*	N/A	523.61	404.22
Mobile Combustion	27,896.98	30,255.90	30,011.26
Diesel	27,896.98	30,255.90	27,938.71
Fugitive Emissions (refrigerants)	3,914.65	6,803.67	6,768.47
SCOPE 2	39,242.01	41,462.29	37,938.18
Electricity	39,242.01	41,462.29	37,938.18
TOTAL SCOPE 1 & 2	89,843.53	97,236.81	90,633.84

* Propane data was only available for 2021 and 2022

TEAM MEMBERS GO GREEN

In 2022, Papa Johns launched its Green Team program. The Green Team is a volunteer group of team members dedicated to promoting environmental responsibility within the Papa Johns Corporate Hubs. Green Team provides educational opportunities to team members and works to implement projects to reduce the environmental footprint of Papa Johns Corporate Hubs.

GOVERNANCE



GOVERNANCE

MAINTAINING A FOUNDATION OF TRANSPARENCY & ACCOUNTABILITY

At Papa Johns, we take an open and transparent approach to corporate governance. We believe that adherence to high ethical standards is critical for long-term performance and maintaining stakeholder trust. Our corporate governance guidelines, adopted by our Board of Directors (the Board), serve as a framework for the governance of the Company. As of March 1, 2023, our Board consists of eight directors, six of whom are independent, based on NASDAQ rules for director independence.

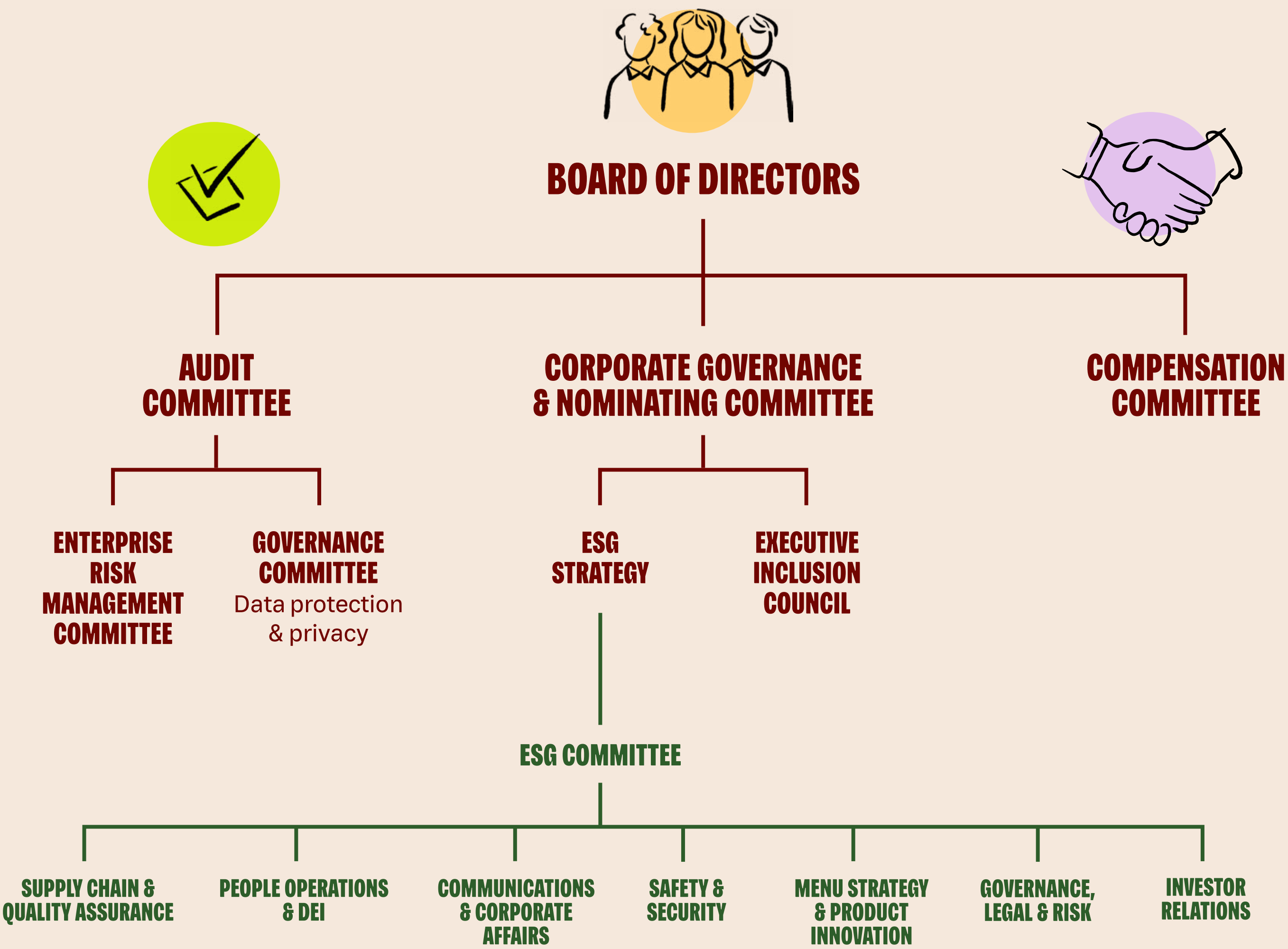
We prioritize Board diversity in alignment with our corporate values and appreciate the many ways the company benefits from a wide range of perspectives. Our Board currently includes one Black director and one Latina director, and four of our eight directors are women.



ENVIRONMENTAL, SOCIAL & GOVERNANCE

The Corporate Governance and Nominating Committee has oversight of the company’s environmental, social and governance (ESG) strategy and performance. The Board receives semi-annual updates on the company’s corporate responsibility and ESG strategies, priorities and accomplishments.

In 2022, we took an important step on our ESG journey by introducing—and achieving—a metric into our Management Incentive Program, where a percentage of eligible team members’ and executives’ annual bonuses is tied to achieving ESG priorities. We’re proud to be among the first companies in our industry to link ESG priorities to compensation.





COMPLIANCE & BUSINESS ETHICS

Papa Johns holds all team members accountable for ethical business practices as articulated in our [Code of Ethics and Business Conduct](#) (the Code), which covers conflicts of interest, use of corporate assets, data privacy and insider trading, among other topics, and outlines clear punitive action for non-compliance.

Annual training on the Code and other corporate policies and procedures governing

business conduct is mandated for all team members. These trainings include but are not limited to anti-corruption, workplace harassment and discrimination, and safety and security procedures. All team members must certify in writing that they have read and understand the Code. Our leaders are also charged with fostering a culture in which compliance with policies, procedures, laws and regulations is considered a critical business activity.

Team members are encouraged to report concerns or potential violations of the Code or other policies through the Papa Johns Ethics Helpline and website, which is operated by a third-party provider. Callers may remain anonymous. Papa Johns maintains a strict Non-Retaliation Policy and is committed to investigating all potential violations fairly and reasonably. Ethics Helpline incidents are monitored by the Audit Committee of the Board.



RISK MANAGEMENT

We have designed an enterprise-wide risk management (ERM) framework to help identify and manage all significant risks, including non-financial ones. Our Chief Legal & Risk Officer is responsible for our ERM program. An internal cross-functional ERM Committee meets quarterly and shares quarterly updates with the Audit Committee of the Board. In addition, the company’s Internal Audit team conducts annual fraud and enterprise risk surveys. Results are shared with the Audit Committee of the Board.

In 2022, our risk management efforts focused on improving existing processes and adding resources where needed. In the wake of the pandemic and rising inflation we created a cross-functional Business Continuity and Disaster Recovery Core Team to strengthen operational resilience.

INFORMATION SECURITY & DATA PRIVACY

Papa Johns relies heavily on information systems, including digital ordering solutions, through which more than 85% of our domestic sales originate. To support our data protection

efforts, we have created robust information security and data privacy programs, governed by our Global Information Security and Data Privacy policies and procedures.

Our Chief Insights & Technology Officer is responsible for the information security program. The Papa Johns Information Security team provides quarterly updates on information security issues to the Board’s Audit Committee and conducts an annual review with the full Board each October.

We also conduct annual internal and third-party risk assessments to evaluate the effectiveness of our security controls, identify any new threats or vulnerabilities and ensure we have appropriate controls in place to mitigate risks. Additionally, all Papa Johns corporate team members must complete multiple cybersecurity awareness trainings annually, and receive ongoing security awareness communications related to specific risks such as phishing.

Our Chief Legal & Risk Officer is responsible for our data privacy program. The Papa Johns legal team manages our privacy disclosures, advises cross functional teams on data privacy matters, and implements policies, procedures, and processes to comply with applicable data privacy regulations. In 2022, the Data Privacy team prepared for new U.S. data protection laws by making improvements to existing internal documentation and processes, including a

new privacy impact assessment process, and updating external privacy disclosures.

Other new measures in 2022 include creating a cross functional Data Governance Committee to focus on key data governance issues, including data protection, governance standardization, and improving internal documentation.

POLITICAL CONTRIBUTIONS

Papa Johns does not have a political action committee (PAC) and does not currently use company funds for direct political contributions. Any political contributions have an approval process, which is outlined in our Code of Ethics and Business Conduct.



DISCLOSURES

The Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) are independent organizations that have worked with investors and other stakeholder groups to establish consistent and efficient standards for environmental, social, and governance (ESG) reporting. The data in the following disclosures use the 2021 GRI Standards and the SASB FB.4 Restaurant Standards.

Papa Johns is using these frameworks to share our progress with stakeholders in a standardized and transparent way. In instances where we have not used the GRI/SASB metrics to report on a particular topic, we provide relevant data from our operations and link to the corresponding issue page within the report or other documents.

Papa Johns is dedicated to continuous improvement and is working to enhance data collection and coordination across our company. We will continue to look for new ways to strengthen our reporting processes and disclosures.

GRI INDEX

STATEMENT OF USE

Papa Johns has reported the information cited in this GRI content index for the period 27th December 2021 to 25th December 2022 with reference to the GRI Standards.

GRI 1 Used

GRI 1: Foundation 2021

GRI STANDARD	#	TITLE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021	2-1	Organizational details	2022 10-K, pg. 1-9
	2-2	Entities included in the organization’s sustainability reporting	2022 Corporate Responsibility Highlights, About This Report pg. 3 2022 Corporate Responsibility Highlights, Governance: Foundation for accountability and transparency pg. 29 2022 Proxy, Corporate Governance and Nominating Committee pg. 7
	2-3	Reporting period, frequency and contact point	2022 Corporate Responsibility Highlights, About This Report pg. 3
	2-4	Restatements of information	Not applicable
	2-5	External assurance	Our quantitative data and reporting process for the 2022 safety and workplace demographic data sets went through an internal review and assurance process led by our Internal Audit team.
	2-6	Activities, value chain and other business relationships	2022 10-K, General pg. 3 2022 Corporate Responsibility Highlights, Innovating for Changing Customer Preferences pg. 18 2022 Corporate Responsibility Highlights, ESG Milestones pg. 8 2022 10-K, Noncontrolling Interests pg. 61

GRI STANDARD	#	TITLE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021	2-7	Employees	2022 Corporate Responsibility Highlights, Company Overview pg. 8 2022 10-K, Human Capital pg. 6
	2-8	Workers who are not employees	We do not track this information for our franchise locations as they operate as independent businesses.
	2-9	Governance structure and composition	2023 Proxy, Board Leadership Structure and Risk Management pg. 3 2023 Proxy, Nominations for Directors pg. 8 2022 Corporate Responsibility Highlights, Environmental, Social and Governance pg. 31 Investor Relations
	2-10	Nomination and selection of the highest governance body	2023 Proxy, Nominations for Directors pg. 8 Investor Relations
	2-11	Chair of the highest governance body	2023 Proxy, Independent Chair of the Board pg. 4 Investor Relations
	2-12	Role of the highest governance body in overseeing the management of impacts	2022 Proxy, Corporate Governance and Nominating Committee pg. 7 Corporate Governance and Nominating Committee Charter Corporate Governance Guidelines
	2-13	Delegation of responsibility for managing impacts	2022 Corporate Responsibility Highlights, Environmental, Social and Governance pg. 31
	2-14	Role of the highest governance body in sustainability reporting	2023 Proxy, Corporate Governance and Nominating Committee pg. 7 Corporate Governance and Nominating Committee Charter
	2-15	Conflicts of interest	2023 Proxy, Board Leadership Structure and Risk Management pg. 3 Corporate Governance Guidelines

GRI STANDARD	#	TITLE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021	2-16	Communication of critical concerns	Code of Conduct, Reporting and Violations pg. 14–15 2023 Proxy, Communications with the Board pg. 8 Audit Committee Concern Reporting Procedures
	2-17	Collective knowledge of the highest governance body	2022 Corporate Responsibility Highlights, Governance pg. 30
	2-18	Evaluation of the performance of the highest governance body	2022 Corporate Responsibility Highlights, Environmental, Social & Governance pg. 31 Corporate Governance Guidelines
	2-19	Remuneration policies	2023 Proxy, Executive Compensation—Compensation Discussion and Analysis pg. 19–37 Compensation Committee Charter
	2-20	Process to determine remuneration	2023 Proxy, Our Executive Compensation Process pg. 20–21 Compensation Committee Charter
	2-21	Annual total compensation ratio	2023 Proxy, CEO Pay Ratio pg. 37
	2-22	Statement on sustainable development strategy	2022 Corporate Responsibility Highlights, About this Report pg. 3
	2-23	Policy commitments	Papa John’s People Policies Code of Ethics and Business Conduct 2022 Corporate Responsibility Highlights, Our Value Chain pg. 7
	2-24	2-24 Embedding policy commitments	Papa John’s People Policies Code of Ethics and Business Conduct 2022 Corporate Responsibility Highlights, Our Value Chain pg. 7

GRI STANDARD	#	TITLE	LOCATION
GRI 2: GENERAL DISCLOSURES 2021	2-25	Processes to remediate negative impacts	Papa John's People Policies, Investigating and Addressing Possible Misconduct pg. 15 Audit Committee Concern Reporting Procedures
	2-26	Mechanisms for seeking advice and raising concerns	Code of Ethics and Business Conduct Audit Committee Concern Reporting Procedures
	2-28	Membership associations	2021 Corporate Responsibility Report, Engaging with Peers pg. 13
	2-29	Approach to stakeholder engagement	2022 Corporate Responsibility Highlights, Our Value Chain pg. 7 2023 Proxy, Stockholder Engagement in 2022 pg. 4
GRI 3: MATERIAL TOPICS 2021	3-1	Process to determine material topics	2021 Corporate Responsibility Report, Our Priorities pg. 41
	3-2	List of material topics	2021 Corporate Responsibility Report, Our Priorities pg. 41
	3-3	Management of material topics	2021 Corporate Responsibility Report, Our Priorities pg. 41 2022 Corporate Responsibility Highlights, Sustainable Packaging & Materials Management pg. 26 2022 Corporate Responsibility Highlights, Supporting Animal Welfare pg. 19
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Direct economic value generated and distributed	2022 Corporate Responsibility Highlights, Economic Impact of Diverse & Small Business Spending pg. 14 2022 Form 10-K, Disaggregation of Revenue pg. 85 2022 Form 10-K, Results of Operations pg. 33
	201-2	Financial implications and other risks and opportunities due to climate change	2022 Form 10-K, Company Risks pg. 15 2022 Form 10-K, General Risks pg. 19

GRI STANDARD	#	TITLE	LOCATION																				
GRI 302: ENERGY 2016	302-3	Energy intensity	2022 Corporate Responsibility Highlights, Reducing our Carbon Footprint pg. 28																				
GRI 302: ENERGY 2016	302-3	Energy intensity	<table><tr><th>ENERGY INTENSITY (MWh per x)</th><th>2020</th><th>2021</th><th>2022</th></tr><tr><td>Total Energy per \$100,000 revenue</td><td>17.32</td><td>15.77</td><td>14.32</td></tr><tr><th>ENERGY INTENSITY BY TYPE OF OPERATION</th><td></td><td></td><td></td></tr><tr><td>PJI owned Fleet (per 1,000 miles driven)</td><td>6.75</td><td>7.36</td><td>7.31</td></tr><tr><td>Restaurant Average (MWh)</td><td>108.70</td><td>104.31</td><td>99.38</td></tr></table>	ENERGY INTENSITY (MWh per x)	2020	2021	2022	Total Energy per \$100,000 revenue	17.32	15.77	14.32	ENERGY INTENSITY BY TYPE OF OPERATION				PJI owned Fleet (per 1,000 miles driven)	6.75	7.36	7.31	Restaurant Average (MWh)	108.70	104.31	99.38
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GRI STANDARD	#	TITLE	LOCATION
GRI 306: WASTE 2020	306-5	Waste directed to disposal	2022 Corporate Responsibility Highlights, Sustainable Packaging & Materials Management pg. 26 16.72% diversion rate, based on reporting from approximately 234 corporate restaurants & 1 QCC.
GRI 401: EMPLOYMENT 2016	401-1	New employee hires and employee turnover	We seek to recruit, develop and retain high-talent team members, and work to provide the skills and career development they need to build meaningful careers and the tools they need to support their total wellness. 2022 Corporate Responsibility Highlights, Talent Recruitment & Learning Development pg. 15
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2021 Corporate Responsibility Report, Competitive Benefits pg. 28–29 <u>Jobs & Open Positions</u>
	401-3	Parental leave	2021 Corporate Responsibility Report, Supporting Parental Paid Time Off pg. 29 <u>Jobs & Open Positions</u>
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Occupational health and safety management system	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30
	403-2	Hazard identification, risk assessment, and incident investigation	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30
	403-3	Occupational health services	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30
	403-4	Worker participation, consultation, and communication on occupational health and safety	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30

GRI STANDARD	#	TITLE	LOCATION
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-5	Worker training on occupational health and safety	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30
	403-6	Promotion of worker health	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2022 Corporate Responsibility Highlights, Investing in Health & Safety pg. 17
	403-8	Workers covered by an occupational health and safety management system	2021 Corporate Responsibility Report, Team Member Health & Security pg. 30
	403-9	Work-related injuries	2022 Corporate Responsibility Highlights, Investing in Health & Safety pg. 17
	403-10	Work-related ill health	2022 Corporate Responsibility Highlights, Investing in Health & Safety pg. 17
GRI 404: TRAINING AND EDUCATION 2016	404-1	Average hours of training per year per employee	Compliance training is required annually to all Papa Johns Corporate business units: Corporate Restaurant Operations, PJ Food Service, and Corporate Office (International & Domestic), including all People Leaders, Managers, and Hourly Team Members.
	404-2	Programs for upgrading employee skills and transition assistance programs	2021 Corporate Responsibility Report, Learning and Development pg. 20 2022 Corporate Responsibility Highlights, Learning and Development pg. 15
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity of governance bodies and employees	2022 Corporate Responsibility Highlights, Governance pg. 29 2023 Proxy, Nominations for Directors pg. 8
	405-2	Ratio of basic salary and remuneration of women to men	2022 Corporate Responsibility Highlights, Diversity, Equity and Inclusion pg. 12 2023 Proxy, Tying Pay to Performance pg. 22

GRI STANDARD	#	TITLE	LOCATION
GRI 406: NON-DISCRIMINATION 2016	406-1	Incidents of discrimination and corrective actions taken	2022 Corporate Responsibility Highlights, Diversity, Equity and Inclusion pg. 12
GRI 413: LOCAL COMMUNITIES 2016	413-1	Operations with local community engagement, impact assessments, and development programs	2022 Corporate Responsibility Highlights, Delivering a Positive Impact pg. 20
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	New suppliers that were screened using social criteria	<p>Our standard supply agreements prohibit the use of forced labor or facilitation of slavery and human trafficking, require compliance with all labor laws and regulations and clauses for equal opportunity employment, and include certification, verification and audit procedures.</p> <p>2022 Corporate Responsibility Highlights, Focus on Supplier Diversity pg. 14</p>
GRI 415: PUBLIC POLICY 2016	415-1	Political contributions	<p>Papa Johns does not have a political action committee (PAC) and does not currently use Company funds for direct political contributions. Any political contributions have an approval process, which is outlined in our Code of Ethics and Business Conduct.</p> <p>We engage with industry groups, such as the National Council of Chain Restaurants, the National Restaurant Association and the National Retail Federation.</p> <p>2022 Corporate Responsibility Highlights, Political Contributions pg. 33</p>
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Assessment of the health and safety impacts of product and service categories	<p>Our Global Food Safety Program & Standards applies to our entire supply chain—from our suppliers and Quality Control Centers, where our original pizza dough is made, to Papa Johns restaurants across the country.</p> <p>2022 Corporate Responsibility Highlights, Ensuring Food Quality & Safety pg. 19</p>

GRI STANDARD	#	TITLE	LOCATION
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2022 10-K, Legal Proceedings pg. 24
GRI 417: MARKETING AND LABELING 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	2022 10-K, Legal Proceedings pg. 24
	417-3	Incidents of non-compliance concerning marketing communications	2022 10-K, Legal Proceedings pg. 24
GRI 418: CUSTOMER PRIVACY 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2022 10-K, Privacy and Data Protection pg. 9

SASB INDEX

Sustainability Disclosure Topics & Accounting Metrics

TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE
ENERGY MANAGEMENT	FB-RN-130A.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Gigajoules (GJ), Percentage (%)	
WATER MANAGEMENT	FB-RN-140A.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Thousand cubic meters (m³), Percentage (%)	111,714.49 kGallons. Water consumption data is based on information from 267 restaurants, 1 Corporate Hub, 1 Corporate Support Center and 6 Quality Control Centers. Moving forward, we will continue to improve upon our data collection as it relates to water use.
FOOD & PACKAGING WASTE MANAGEMENT	FB-RN-150A.1	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted	Metric tons (t), Percentage (%)	1. 2022 Corporate Responsibility Highlights, Sustainable Packaging & Materials Management pg. 26 3. 16.72% diversion rate, based on reporting from approximately 234 corporate restaurants & 1 QCC.
	FB-RN-150A.2	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Metric tons (t), Percentage (%)	2022 Corporate Responsibility Highlights, Sustainable Packaging & Materials Management pg. 26

TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE
FOOD SAFETY	FB-RN-250A.1	(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations	Percentage (%)	1. 100% by regulatory body, 98% by 3rd party auditing company 2. 2022 Corporate Responsibility Highlights, Ensuring Food Quality and Safety pg. 19
	FB-RN-250A.2	(1) Number of recalls issued and (2) total amount of food product recalled	Number, Metric tons (t)	(1) 0 tons (2) 0%
	FB-RN-250A.3	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation	Number, Percentage (%)	In 2022, the company had no confirmed material foodborne illness outbreaks.
NUTRITIONAL CONTENT	FB-RN-260A.1	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options	Percentage (%)	Papa Johns publishes online nutrition calculator Papa Johns Nutritional Info
	FB-RN-260A.2	(1) Percentage of children’s meal options consistent with national dietary guidelines for children and (2) revenue from these options	Percentage (%)	Papa Johns runs a school lunch program that meets the NSLP food-based National School Lunch Program requirements to provide NSLP approved school lunches. School districts across the country use our school pizza delivery to serve Papa Johns as part of their school lunches. The school lunch program is targeted to school district administrators and not directly to children. More information available at papajohns.com/school-lunch-program
	FB-RN-260A.3	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children	Number	We do not target our advertising towards children.

TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE
LABOR PRACTICES	FB-RN-310A.1	(1) Voluntary and (2) involuntary turnover rate for restaurant employees	Rate	We seek to recruit, develop and retain high-talent team members, and work to provide the skills and career development they need to build meaningful careers and the tools they need to support their total wellness. 2022 Corporate Responsibility Highlights, Talent Recruitment & Learning Development pg. 15
	FB-RN-310A.2	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region	Reporting currency, Percentage (%)	2021 Corporate Responsibility Report, Fair & Equitable Pay pg. 29
	FB-RN-310A.3	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination	Reporting currency	2022 10-K, Legal Proceedings pg. 24
SUPPLY CHAIN MANAGEMENT & FOOD SOURCING	FB-RN-430A.1	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards	Percentage (%) by cost	1. 2022 Corporate Responsibility Highlights, Supporting Animal Welfare pg. 19 2022 Corporate Responsibility Highlights, Focus on Supplier Diversity pg. 14 2. 2022 Corporate Responsibility Highlights, Supporting Animal Welfare pg. 19 2022 Corporate Responsibility Highlights, Focus on Supplier Diversity pg. 14
	FB-RN-430A.2	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates	Percentage (%) by number, Percentage (%) by weight	1. 100% for Papa Johns proprietary menu items 2. 2022 Corporate Responsibility Highlights, Supporting Animal Welfare pg. 19

TOPIC	CODE	METRIC	UNIT OF MEASURE	RESPONSE
SUPPLY CHAIN MANAGEMENT & FOOD SOURCING	FB-RN-430A.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	n/a	2021 Corporate Responsibility Report, Labor & Human Rights pg. 33 2022 Corporate Responsibility Highlights, Our Value Chain pg. 7 2022 Corporate Responsibility Highlights, Supporting Animal Welfare pg. 19
ACTIVITY METRICS	FB-RN-000.A	Number of (1) company-owned and (2) franchise restaurants	Number	2022 Corporate Responsibility Highlights, Company Overview pg. 6
	FB-RN-000.B	Number of employees at (1) company-owned and (2) franchise locations	Number	1. 2022 Corporate Responsibility Highlights, Company Overview pg. 6 2. We do not track this information for our franchise locations as they operate as independent businesses.



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