

PAPAJOHNS®

BETTER, DELIVERED.

2021 CORPORATE RESPONSIBILITY REPORT



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ABOUT THIS REPORT

Our Corporate Responsibility Report provides a high-level overview of how Papa John's International, Inc. (Papa John's) operates and manages its environmental, social and governance (ESG) priorities and other issues important to our business and stakeholders. This report covers the fiscal year ending December 26, 2021.

We recognize reporting standards and frameworks such as the Global Reporting Initiative (GRI) and the United Nations (UN) Sustainable Development Goals, and have used those frameworks as inputs to guide our reporting.

The data in this report, unless otherwise indicated, covers our U.S. business. Because our franchises are independently owned and operated, data covers only our corporate hubs, corporate-owned or managed-restaurants and Quality Control Centers. The Quality Control Centers distribute fresh dough, ingredients and supplies to Papa John's restaurants within a region. Throughout the report, we have guided readers to sources of more information, including our Investor Relations website, which includes our annual report and Proxy Statement.

Our quantitative data and reporting process for the 2021 ingredient, 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 26, 2021, 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

2021 CORPORATE RESPONSIBILITY REPORT

In 2021, despite an ongoing pandemic, global supply chain disruptions and labor market challenges, Papa John's team members and franchisees worked harder than ever to continue safely serving our customers and communities. **Our entire system rose to the occasion and helped deliver our strongest year in the Company's history.**

As we continue to grow, we are also prioritizing environmental, social and governance (ESG) initiatives to expand the positive impact we are making on the world around us. In 2021, we accelerated progress toward our strategic priority of building a culture of leaders who believe in diversity, inclusivity and winning. Our Inclusion Resource Groups hosted a series of conversations to promote dialogue and allyship during the anniversaries of the deaths of Breonna Taylor and George Floyd and following the senseless attacks on Asian-American communities. We also introduced new inclusion trainings; hosted our first-ever national hiring week; and expanded health, wellness and parental benefits

to create a culture that puts People First and where Everyone Belongs, two of our core company values.

Our progress was recognized on Forbes' 2021 lists of "World's Best Employers" and "Best Employers for Diversity," and we were honored again to receive a top score from the Human Rights Campaign Foundation's 2022 Corporate Equality Index.

Through The Papa John's Foundation for Building Community, we continued collaborating with national and local nonprofit partners to build the leaders of tomorrow, tackle hunger and reduce food waste in our communities. To support our franchise partners' legacies of giving back, we introduced the Building Community Fund, a program for franchisees to award grants to local community organizations. In the program's first year, we donated nearly \$1 million to more than 100 organizations in over 40 communities.

We've taken a new step on our journey in 2022 by introducing a metric into our Management Incentive Program, where a percentage of eligible team

members' and executives' annual bonuses will be tied to achieving certain ESG goals. We're proud to be among the few companies in our industry linking ESG priorities with compensation to ensure management engagement and accountability for ESG performance.

Looking ahead, we expect to continue to face uncertainty during these unprecedented times, though I have confidence in our team members and our franchisees, who have come together to overcome the many challenges we have faced.

As we strive to become the world's best pizza company, we will stay true to our core values and support all of our stakeholders. Thank you for your support of Papa John's as we continue on this important journey.

ROB LYNCH
President and CEO

The world has faced unprecedented challenges over the past two years and, as I write this in April 2022, the start of this year has been no exception. Our thoughts continue to be with everyone, everywhere, who is affected by the crisis in Ukraine, and it is my sincere hope for a peaceful resolution as soon as possible. Papa John's stands with much of the globe in condemning violence and aggression. We are providing funds and donating ingredients to humanitarian efforts supporting refugees in Eastern Europe. We will continue to do the right thing for our communities around the world.



**OUR PURPOSE IS SIMPLE:
WE LOVE PIZZA. IT BRINGS US
ALL TOGETHER. THE WORLD
DESERVES BETTER PIZZA, AND
WE DELIVER IT.**

**THE COMPANY IS BUILT ON
ITS PROMISE OF BETTER
INGREDIENTS. BETTER PIZZA.**

*Papa John's International, Inc.
("Papa Johns"), NASDAQ: PZZA, is
the world's third-largest pizza delivery
company with more than 5,600 restaurants
in 50 countries and territories.*

PAPA JOHNS IS DRIVEN BY FIVE STRATEGIC PRIORITIES:

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

PAPA JOHNS IS GUIDED BY OUR CORPORATE VALUES

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

NUMBERS AT A GLANCE

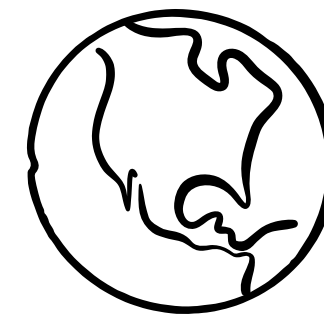
All as of December 26, 2021
Year established: 1984

TOTAL			NORTH AMERICA			INTERNATIONAL		
2021			2020			2021		
OPERATIONS			OPERATIONS			OPERATIONS		
	Corporate-owned restaurants	600	588		Corporate-owned restaurants	600	588	
	Franchise restaurants	5,050	4,812		Franchise restaurants	2,739	2,701	
	Corporate-owned Quality Control Centers	13	13		Corporate-owned Quality Control Centers	12	12	
	Corporate-owned restaurants	0	0		Corporate-owned restaurants	0	0	
	Franchise restaurants	2,311	2,111		Franchise restaurants	2,311	2,111	
	Corporate-owned Quality Control Centers	1	1		Corporate-owned Quality Control Centers	1	1	

PAPA JOHNS CORPORATE TEAM MEMBERS			2021	2020		2021	2020
U.S. TEAM MEMBERS TOTAL			14,000	16,700	TOTAL REVENUE	\$2.1B	\$1.81B
	Restaurant team members -----	11,500	14,200		Number of countries and territories with Papa Johns ----- restaurants	50	48
	Restaurant management team members -----	700	700				
	Corporate team members -----	700	700				
	Quality Control Center team members -----	1,100	1,100				

As of the end of 2021, 82% of our U.S. restaurants and 100% of our restaurants outside North America were franchisee owned. For more information about Papa Johns, please see our corporate website at www.papajohns.com.

OUR ESG JOURNEY



OUR CORPORATE RESPONSIBILITY ROADMAP HELPS US DELIVER A BETTER FUTURE FOR ALL OUR STAKEHOLDERS.

It includes the ESG issues most important to our stakeholders and relevant to our business sustainability, based on our most recent Materiality Assessment. Each day, we focus on what matters most.

OUR ROADMAP TO BETTER, DELIVERED

WHAT MATTERS MOST

WHAT BETTER LOOKS LIKE

OUR BETTER PRIORITIES

<div>PEOPLE <i>Building a culture of leaders who believe in diversity, inclusivity and winning</i></div> <div><ul style="list-style-type: none">• Diversity & Equal Opportunities• Occupational Health & Safety• Team Member Compensation & Benefits• Team Member Recruitment & Retention</div>	<div>PIZZA <i>Providing a superior, high-quality pizza by using simple ingredients</i></div> <div><ul style="list-style-type: none">• Food Safety & Hygiene• Food Quality• Traceability of Ingredients• Nutrition & Allergen Labeling</div>	<div>PLANET <i>Taking steps to reduce our impact on the environment</i></div> <div><ul style="list-style-type: none">• Sustainable Packaging• Waste Management & Recycling• Food Waste Reduction• Energy Efficiency</div>
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ETHICS, GOVERNANCE & COMPLIANCE | INFORMATION SECURITY & DATA PRIVACY

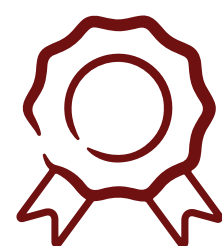
ESG GOVERNANCE

The Corporate Governance and Nominating Committee of the Papa Johns Board of Directors has oversight of the Company's ESG strategy and performance. The Board receives semi-annual updates on the company's corporate responsibility and ESG strategies, priorities and accomplishments. In 2021, we launched an internal, cross-functional ESG, Committee composed of senior leaders and subject matter experts from Supply Chain; People Operations; Legal and Risk; Quality Assurance; Diversity, Equity and Inclusion (DEI); Communication & Corporate Affairs; Safety and Security; Menu Strategy & Product Innovation; and Corporate Governance. This Committee convenes monthly to provide updates on ESG topics and ensure strategic alignment across functions.

Our Senior Vice President of Communications and Corporate Affairs has operational responsibility for ESG reporting and communications.

* Feedback from our 2019 Materiality Assessment helped to inform Our Roadmap to Better framework for delivering a better future for all our stakeholders. For more information on our Materiality Assessment, visit our [2019 Corporate Responsibility Report](#).

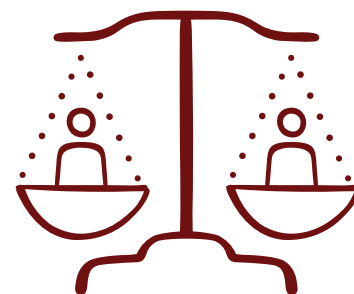
2021 ESG HIGHLIGHTS



NAMED #1 PIZZA COMPANY
on Forbes 2021 list of
World’s Best Employers



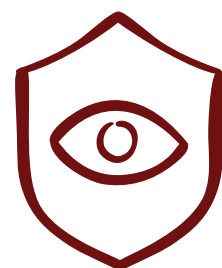
MORE THAN 96% of U.S. senior
managers and above completed
MANAGING INCLUSION™ TRAINING



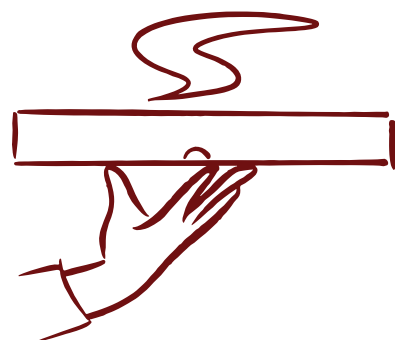
For the second consecutive year, earned a
100% SCORE on Human Rights Campaign
Foundation’s **CORPORATE EQUALITY INDEX**



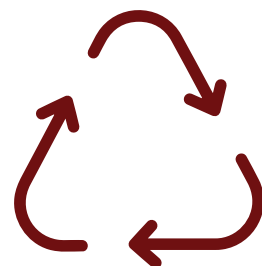
Added an **ESG METRIC**
to our 2022 **CORPORATE**
INCENTIVE BONUS PLAN



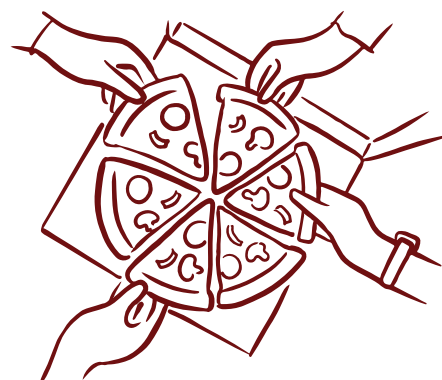
Conducted annual food
safety and quality audits of
100% OF OUR QUALITY CONTROL CENTERS



Through the Papa Johns Harvest Program,
reduced food waste by **DONATING 250,000+**
MEALS TO PEOPLE IN NEED



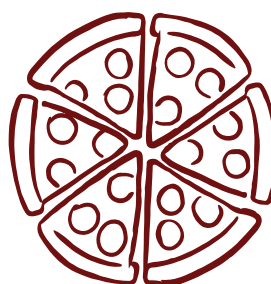
DIVERTED MORE THAN 242,000 POUNDS
OF WASTE FROM LANDFILLS by reusing
and recycling our dough trays



RAISED MORE THAN \$3M for The
Papa John’s Foundation for Building Community
through the **PIZZA WITH A PURPOSE CAMPAIGN**



In partnership with our franchisees, **AWARDED ~ \$1M TO**
MORE THAN 100 NONPROFIT ORGANIZATIONS IN OVER 40
COMMUNITIES through The Papa John’s Foundation



PROVIDED 30,000+ PIZZAS TO FIRST RESPONDERS
and those impacted by natural disasters



SUPPORTING THE UN SUSTAINABLE DEVELOPMENT GOALS

As a global food company operating in 50 countries, we recognize our role in supporting and advancing the achievement of the United Nations Sustainable Development Goals, a framework to guide efforts by companies, governments and civil society to address the world's most pressing needs. Through our core business and investments by The Papa John's Foundation for Building Community, **we believe we can contribute in the most meaningful way to the following five impact areas:**



Through Papa John's Harvest Program, we are helping to provide surplus food to people in need. We are also helping to provide food relief through our mobile kitchen, which we deploy to hard-hit areas in the wake of hurricanes and other natural disasters. *(Read more, including our efforts to address hunger through The Papa John's Foundation for Building Community on page 48.)*



Our top strategic priority is to create a culture of leaders who believe in diversity, inclusivity and winning. This priority is aligned with our core value that Everyone Belongs and is supported by a robust Diversity, Equity & Inclusion strategy, which includes a focus on increasing female representation across our company. We are proud of the diversity of our Board and Executive Leadership Team. *(Read more on page 23.)*



Our impact extends beyond our restaurant doors. The opening of each Papa John's restaurant creates up to 30 new jobs and represents a new small business entering the community. We provide opportunities for team members to participate in meaningful and rewarding work and offer industry-leading training and development opportunities to help them advance their careers. *(Read more on pages 20-22.)*



Papa John's is committed to being a good steward of the environment and integrating environmental responsibility into our operations, from more fuel-efficient vehicles and energy-saving equipment to sustainable packaging and sourcing high-quality ingredients. We seek to reduce energy use, food waste in our operations and food packaging. *(Read more on pages 40-43.)*



Collaboration and partnership are critical to advancing Papa John's corporate responsibility and ESG initiatives. Through The Papa John's Foundation for Building Community, we work with national and local community partners to build the leaders of tomorrow, address food security and reduce food waste. We also engage with experts, academic institutions and nonprofit organizations to advance our diversity, equity and inclusion strategy. *(Read more on pages 44-49.)*

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is an important step in implementing our corporate responsibility roadmap. The following table summarizes our engagement with key stakeholder groups during 2021. More in-depth discussion on many of these topics is available throughout this report.

STAKEHOLDER GROUP	MECHANISMS FOR ENGAGEMENT	STAKEHOLDER INTERESTS	2021 ENGAGEMENT HIGHLIGHTS
TEAM MEMBERS	<ul style="list-style-type: none">• Town Hall meetings• SLICE intranet portal• Inclusion resource groups• Pizza Pulse team member engagement surveys• Safety committee• Papa Johns Ethics Helpline and website• Yammer, enterprise social network	<ul style="list-style-type: none">• Diverse, equitable and inclusive work environment• Career and growth opportunities• Competitive pay and benefits• Health and safety• Flexible work schedules	<ul style="list-style-type: none">• Hosted Days of Understanding and Heritage Month events to celebrate diverse perspectives and experiences• Expanded parental leave benefits• Expanded options for retirement planning• Created more opportunities for recognition and two-way dialogue• Launched new Leadership Development Programs• Offering a hybrid schedule for corporate hub team members• Piloted Yammer, a mobile-based platform, to enhance two-way communication with general managers
FRANCHISE OWNERS	<ul style="list-style-type: none">• Quarterly Franchise Advisory Council meetings• SLICE intranet portal• Papa Johns Ethics Helpline and website	<ul style="list-style-type: none">• Brand identity and recognition• Staffing and retention• Support to local communities	<ul style="list-style-type: none">• Modernized our Brand Experience, including a new restaurant design, logo and visual brand identity• Hosted 800+ recruiting events during Papa Johns National Hiring Week• Launched The Papa John’s Foundation for Building Community Fund, a grant program to support franchisees’ local community efforts; awarded nearly \$1 million in local grants on behalf of franchisees

STAKEHOLDER GROUP	MECHANISMS FOR ENGAGEMENT	STAKEHOLDER INTERESTS	2021 ENGAGEMENT HIGHLIGHTS
CUSTOMERS	<ul style="list-style-type: none"> Advertising and social media Restaurant marketing Website Papa Rewards® and Loyalty Member communications Customer focus groups Papa Johns team members 	<ul style="list-style-type: none"> Food quality and safety Responsible sourcing Innovative menu offerings Commitment to community engagement 	<ul style="list-style-type: none"> Engaged customers in the second annual Shaq-a-Roni “Pizza with a Purpose” and Donate Your Dough campaigns Introduced new menu items, including NY Style, Epic Stuffed Crust and Parmesan-Crusted Papadia
SUPPLIERS	<ul style="list-style-type: none"> Diverse supplier organizations and events Quarterly supplier meetings Quality assurance audits 	<ul style="list-style-type: none"> Supply challenges due to COVID-19 Supporting local and diverse suppliers 	<ul style="list-style-type: none"> Worked to navigate supply chain challenges Engaged more than 1,100 diverse suppliers in the United States Invested \$3 million+ with diverse suppliers in the design and construction of our 60,000-square-foot corporate hub in Atlanta
INVESTORS	<ul style="list-style-type: none"> Quarterly earnings calls Annual shareholder meeting 	<ul style="list-style-type: none"> Return on investment Corporate strategy ESG topics Executive compensation Talent attraction and retention 	<ul style="list-style-type: none"> Drove record growth by focusing on transformation and innovation Created ESG metrics to link to management incentive compensation in 2022
COMMUNITIES	<ul style="list-style-type: none"> Papa Johns team members/volunteers Community partnerships Papa Johns Ethics Helpline and website 	<ul style="list-style-type: none"> Job creation Support for community initiatives Support of diversity, equity and inclusion 	<ul style="list-style-type: none"> Created 30 new local jobs with each new restaurant opening Invested nearly \$2.7 million in national and local nonprofit partnerships



WBENC



ENGAGING WITH PEERS

We also continue to engage with industry peers and stakeholders through external groups to which we belong, including:

- American Pizza Community
- CEO Action for Diversity & Inclusion™
- Cobb County Chamber of Commerce
- Georgia Minority Supplier Development Council
- Greater Louisville, Inc.
- Greater Women's Business Council
- Hispanic Association on Corporate Responsibility
- International Franchise Association
- Metro Atlanta Chamber of Commerce
- National Minority Supplier Development Council
- National Restaurant Association
- National Retail Federation
- Women's Business Enterprise National Council
- Women in Trucking



STRONG FOUNDATION



COMMITTED TO HIGH ETHICAL STANDARDS IN ALL WE DO

Effective corporate governance and adherence to high ethical standards are critical for both our long-term performance and maintaining stakeholder trust.

CORPORATE GOVERNANCE

Our corporate governance guidelines, adopted by our Board of Directors, 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

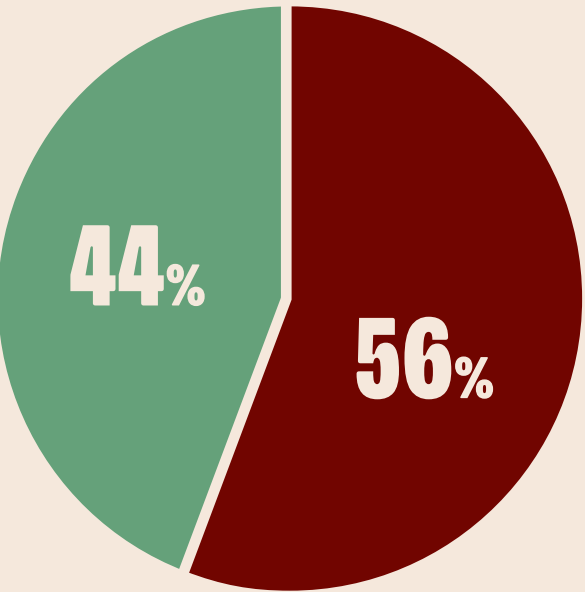
As of December 31, 2021, the Papa Johns Board of Directors consists of nine directors, seven of whom are independent based on NASDAQ rules for director independence. The Board is led by an independent nonexecutive chair and has three committees: Audit Committee, Compensation Committee and Corporate Governance 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. The average tenure of our directors is 6.3 years.

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 nine directors are women; we have one Black director and one Latina director. More information about our Board’s unique set of experiences and qualifications and Committee Charters is available on our [website](#).

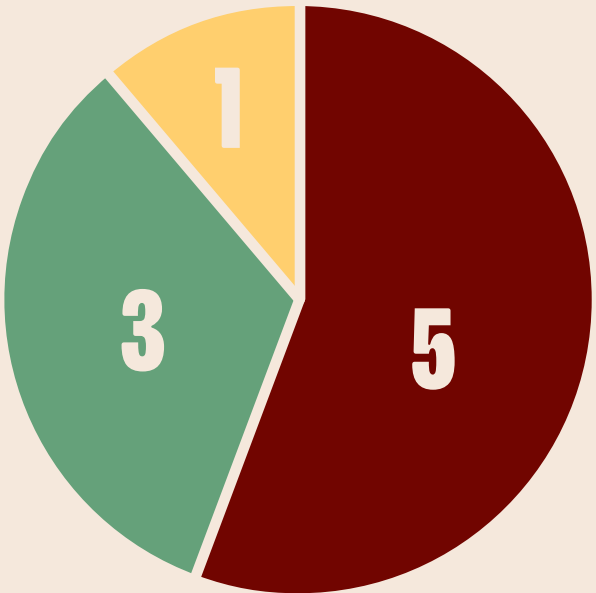
BOARD DIVERSITY AND TENURE

GENDER



Male Female

TENURE



1-5 Years 6-10 Years >10 Years

LINKING ESG TO 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.

The Papa Johns Management Incentive Plan (MIP) rewards all eligible full-time team members for helping drive business performance and supporting our main business strategies. In 2022, the MIP was updated to include an ESG metric to emphasize the importance that Papa Johns has placed on corporate responsibility. **We're proud to be among the few Quick-Service Restaurant (QSR) companies that are linking ESG priorities with incentive compensation to ensure engagement and accountability for ESG progress and performance.**

The ESG metric for 2022 will be evaluated by progress toward a portfolio of ESG priorities that align with our purpose and values and support our business objectives. These priorities were informed by our Materiality Assessment and include initiatives related to advancing diversity, equity and inclusion; enhancing our reporting and identifying opportunities to address our environmental impact; and furthering our better ingredient commitments.

COMPLIANCE & BUSINESS ETHICS

At Papa Johns, one of our values is Do the Right Thing. We believe in doing the right things the right ways and never taking shortcuts. This holds true for the ingredients in our food, the way we treat our team members and our efforts to reduce our environmental impact.

In addition to adhering to all state and federal laws, rules and regulations, we hold all officers, directors and team members of Papa Johns accountable for ethical business practices, as reflected in the Company's [**Code of Ethics and Business Conduct**](#) (the Code). 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 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 Johns restaurants in compliance with Papa Johns operational policies and standards. Papa Johns provides initial franchise leadership and staff training; after that, franchise management is responsible for refresher training as needed and training all new team members.

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

Papa Johns team members are encouraged to ask questions or report concerns or potential violations with the Code or other policies through the Papa Johns Ethics Helpline and website, which is available 24 hours a day, 7 days a week. Both are available not only to team members but also to anyone with knowledge of an ethics or compliance issue, including suppliers and other third parties. The Ethics Helpline is operated by an external, independent third-party provider. Reports are entered into a database and notifications are triggered to internal teams to review, investigate and respond as needed. Callers may remain anonymous. Papa Johns is committed to investigating all potential violations of the Code and dealing with each report fairly and reasonably. Ethics Helpline incidents are also monitored by the Audit Committee of the Board.

Papa Johns 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.





Photo Credit: Garrett Rowland and IA Interior Architects

RISK MANAGEMENT

We regularly encounter risks as part of the normal course of our business and have designed an enterprise-wide risk management (ERM) framework, policies and processes to help accurately identify and manage all risks, including nonfinancial risks. Our Chief Legal & Risk Officer is responsible for our ERM program. An internal ERM Committee meets monthly and includes representation from across the Company. Quarterly updates are shared with the Board's Audit Committee.

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.

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**](#).

INFORMATION SECURITY & DATA PRIVACY

We rely heavily on information systems, including digital ordering solutions, through which more than three-quarters of our domestic sales originate.

To ensure data protection and privacy, Papa Johns has a broad security program in place governed by its Global Information Security Policies and Procedures. 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. Our Information Security team is responsible for enforcing the Company's security-related policies, identifying areas of concern and implementing appropriate changes as needed. Papa Johns provides quarterly updates on information security issues to the Board's Audit Committee and conducts an annual review with the full Board each October.

Our information security program is supported by an extensive catalog of layered security controls designed to prevent and detect internal and external security threats to customer, team member, supplier and company data. In 2021, we continued to follow certification standards, including the Payment Card Industry Data Security Standard (PCI DSS), National Institute of Standards and Technology, Center for Internet Security and Open Web Application Security Project. We also migrated our data centers to a Google cloud platform, enhancing both operational and security controls.

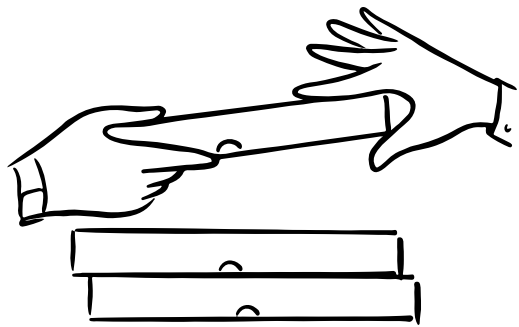
Papa Johns conducts annual internal and third-party risk assessments to continuously evaluate the effectiveness of its security controls and identify new threats and vulnerabilities and appropriate controls to mitigate risks. In 2021, this included an enterprise-wide cybersecurity risk assessment that included internal and external risk penetration tests. We passed all tests with no compromise to our security systems or data. We also were found to be in full compliance with the PCI DSS by a PCI-qualified security assessor.

All team members must complete two cybersecurity awareness courses and PCI training annually. In addition, team members receive ongoing security awareness communications related to specific risks. We also conduct monthly phishing awareness campaigns to help raise awareness of risks among our team members.

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. Franchisees have a legal and contractual obligation to adhere to all applicable laws, including but not limited to applicable data protection laws for the region(s) in which they operate. The Franchise Agreement also limits franchisees from using consumer data for any purposes other than those disclosed to the end consumer, and only in connection with operation of their franchise business.



PEOPLE



DELIVERING ON OUR COMMITMENT TO OUR PEOPLE

At Papa Johns, it is our approximately 14,000 corporate team members in the United States and the extended family of 120,000 corporate and franchise team members globally who bring better to life.

We seek to recruit, develop and retain high-talent team members from an array of fields and diverse backgrounds. We work to provide our team members with the skills and career development they need to build meaningful careers and the tools they need to support their total wellness. We also invest in the safety of our team members and work to help ensure compliance with all international human rights standards within both our own operations and those of our suppliers.



OUR CULTURE

At Papa Johns, we want a wide array of voices — and flavors — at our table, from our restaurants and Quality Control Centers to our corporate offices and our transportation fleet.

We are building a culture that reflects the diversity of our team members and customers who share in our love of pizza and support our mission of better. People have a choice in where they work. We believe that by building an environment where team members are valued for their contributions, treated fairly and with equity, encouraged to share their feedback and ideas, and given ample opportunities to grow their careers, we are creating a competitive advantage in attracting and retaining talent.

TAKING THE PULSE OF TEAM MEMBERS



A key element of our culture is engaging with and listening to our team members. We engage with team members and gather their feedback through ongoing communications, quarterly Town Hall meetings, SLICE (our intranet portal) and team member Pizza Pulse surveys.

Through the Pizza Pulse surveys, team members can provide anonymous feedback on what's working well, what we can do better and innovative ideas on how we can keep growing together.

In previous surveys, team member responses reinforced some of our strengths and illuminated areas for improvement, including more recognition, two-way dialogue and team building, as well as increased leadership development opportunities.

Here are a few ways we addressed team member feedback in 2021:

- Created a recognition feature on our internal SLICE intranet portal and recognized team members during Town Halls.
- Introduced new ways for team members to gather remotely, such as our virtual Days of Understanding and Heritage Month celebrations (*see page 25*).
- Piloted Yammer, a mobile-based platform to enhance two-way communication with our field team members and restaurant general managers.
- Launched new leadership development programs, such as Inclusive Leadership training (*see page 24*).

HELPING TEAM MEMBERS IN NEED



At Papa Johns, we are there for each other.

The Papa Johns Team Member Emergency Relief Fund — known as the Papa Fund — provides eligible corporate team members with financial assistance in the face of emergency, injury, illness or natural disaster. Funds are raised through team member donations and fundraising campaigns. Since it began in 2000, the Fund has provided approximately \$1.7 million to nearly 2,200 team members, including nearly \$160,000 to 186 recipients in 2021.

In addition, The Papa Johns Franchise Relief Fund has provided more than \$550,000 to nearly 750 franchise team members in need since it was established in 2005, including nearly \$75,000 to 145 recipients in 2021.

In 2021, The Papa John's Foundation for Building Community donated \$50,000 to support each fund, totaling \$100,000 in contributions.



Photo Credit: Garrett Rowland and IA Interior Architects

TALENT MANAGEMENT

Our success depends, in part, on our and our franchisees' ability to recruit, motivate and retain a highly qualified workforce in an environment that has grown increasingly competitive over the past two years.

Our goal is to help all Papa Johns team members succeed. This starts with our BETTER YOU, BETTER US performance management process. Team members work with their supervisors to set annual performance goals aligned to the Company's strategic priorities, then meet with their managers quarterly to discuss progress, receive coaching and agree on development opportunities. The annual performance review is a time to summarize the year's achievements by evaluating results and accomplishments toward goals and how they were achieved.

Managers evaluate team members for the results they achieve and how they achieve them in alignment with the Company's five core values (see *page 5*). Performance ratings and compensation decisions, including salary increases and bonuses for all eligible non-hourly team members, reflect this alignment (see *page 28 for more information on our Total Rewards Program*).

LEARNING & DEVELOPMENT

Our best-in-industry education programs and initiatives are designed to accelerate career development at every level of the Company. We provide the tools to help our team members build and strengthen skills required to meet the changing needs of our business, as well as advance into new roles.

MORE THAN 80% OF LEADERSHIP ROLES ARE FILLED INTERNALLY.

PIZZAcademy, our global learning management system, provides access to 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 diversity, equity and inclusion training for all team members and executive coaching for senior-level team members.

In 2021, we piloted PizzaPRO, a training and coaching program for restaurant team members, in two test markets. PizzaPRO includes six learning tracks on topics such as teamwork, customer experience, dough making and delivery. Team members earn badges when they complete each track and become certified to train others in that area. We plan to expand the program to all corporate and franchise restaurants in 2022.



CALLING ALL PIZZA LOVERS

In 2021, Papa Johns along with our local U.S. franchise partners hosted more than 900 recruiting events in more than 60 markets during National Hiring Week. Papa Johns made it quick and simple for candidates to be interviewed on the spot and potentially be hired the same day.

In total, Papa Johns hired 528 new corporate team members during the week for roles including pizza makers, delivery drivers, shift leaders, managers and more.



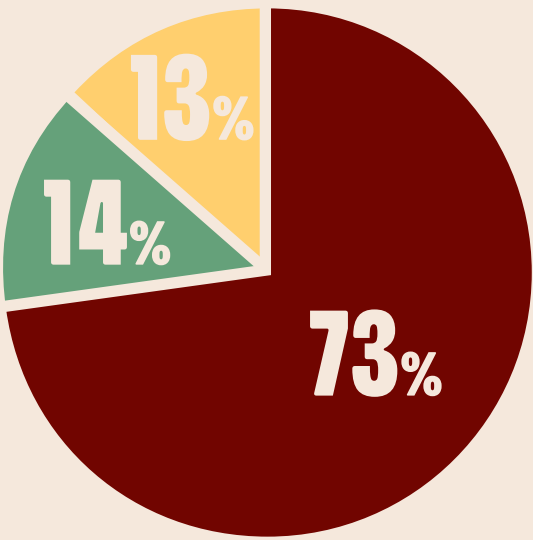
DOUGH & DEGREES

All eligible Papa John's corporate team members can participate in the Company's Dough & Degrees fully funded tuition program. Launched in 2019, this industry-leading program covers 100% of tuition, books and programmatic costs for undergraduate and graduate online degree programs with no upfront expenses to students. Credit-bearing stackable certificates are offered for team members seeking specialized training. Team members can enroll in programs at Purdue University Global and University of Maryland Global Campus.

Franchise team members are eligible for significantly reduced tuition and program fees 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 Franchise 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. Seventy-three percent of Dough & Degrees participants work in restaurant operations roles, with business and information technology as the top two fields of study.

DOUGH & DEGREES



- Restaurant Operations
- Quality Control Centers
- Corporate Hubs

Qualifying degree programs offered through Dough & Degrees include:

- University certificate programs
- Associate degree & bachelor's degree programs
- Advanced degree programs (MA, MS, MBA)

2021 Impact Data:

- Team members enrolled in Dough & Degrees: 257
- Team members who earned degree: 40
- Average GPA: 3.52
- Retention rate of team members who have participated in program: 80%

DOUGH & DEGREES SUCCESS STORIES

ONE STEP CLOSER TO REACHING HER CAREER GOALS

Euniecie Alvis, a Connectivity Specialist at Papa Johns corporate hub in Louisville, Kentucky, earned an associate degree in information technology from Purdue Global as part of Papa Johns Dough & Degrees Program.

“This will change my life,” said Alvis, who has been with Papa Johns for nearly a decade. “It gets me one step closer to my career goal of one day becoming a network engineer.”

For Alvis, the program’s flexibility was essential to reaching her education goals, allowing her to attend school virtually and work around her hectic schedule when it was convenient. She completed her degree in 18 months.

“My daughter is a huge inspiration for me, and she was my primary motivation to stick with it. Being able to focus more time on my schoolwork from home and take care of her at the same time was incredibly beneficial.”



EUNIECIE ALVIS
Connectivity Specialist, Louisville Corporate Hub

EARNING A BACHELOR’S DEGREE >40 YEARS AFTER HIGH SCHOOL

Kevin Riddell Moore, Sr., a Production Manager at our Quality Control Center in Cranbury, New Jersey, is a proud graduate of Purdue Global with a bachelor of science in business administration after his enrollment through Papa Johns Dough & Degrees Program.

Moore started his quest for a college degree in 1989. “It was always my dream to graduate — to be the first sibling to graduate from college,” said Moore.

Then, life happened. He got married, and it postponed his dreams. “I watched my wife graduate and get her master’s, and I watched my two kids graduate from college,” said Moore.

Although he earned an associate degree in business administration in 1992, Moore did not go back to college because of bills and old student loans; he didn’t want to go into debt to finish his degree.

“When Papa John’s announced the Dough & Degrees program, I enrolled immediately,” said Moore, who has been with Papa John’s since 2013. Moore’s next step: graduate school.



KEVIN RIDDELL MOORE, SR.
Production Manager, New Jersey Quality Control Center



DIVERSITY, EQUITY & INCLUSION (DEI)

We are committed to fostering a culture of belonging and equity within Papa Johns, where diversity is celebrated and inclusion is the norm. We are proud of the progress we have made toward the Company's top strategic priority of building a culture of leaders who believe in diversity, inclusivity and winning. Yet, we know there is always more work to do.

“ We are working to build an inclusive culture that reflects the expansive nature of our brand and encourages team members from all backgrounds and experiences to bring their authentic selves to work. ”



MARVIN BOAKYE
Chief People & Diversity Officer

PAPA JOHNS DEI STRATEGIC OBJECTIVES

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

The Papa Johns Board of Directors has oversight of our DEI strategy and receives regular progress updates from our Executive Leadership Team.

In 2022, we are launching an Executive Inclusion Council, composed of senior leaders charged with driving our DEI strategy, including developing a corporate DEI scorecard in 2022. Council members will also participate in immersive training to help them better understand diverse lived experiences.

ATTRACTING, RECRUITING, DEVELOPING & SUPPORTING DIVERSE TALENT

We are working to attract a wide range of people from different backgrounds, cultures, education experiences, religions and other indicators of diversity because we know that a workforce that reflects the diversity of our customers and communities will bring more innovative thinking and better ideas and solutions to our business.

In 2021, we launched a prioritized recruiting strategy for areas of greatest need that aims to diversify the candidate pool for all manager and above positions. We work with a variety of partners to help accelerate our efforts to attract and hire a diverse range of team members. This includes university partners that offer curriculum aligned to our recruitment needs. We participate in career fairs, networking panels, internships and other activities. We also work with partners such as Women in Tech and Women in Trucking.

In partnership with United Negro College Fund (UNCF), in 2021 we announced our three-year RISE (Recruiting Interns to Succeed Excel) Internship Program to create opportunities for Historically Black Colleges and Universities scholars, who play an important role in connecting us with future leaders from various lived experiences. Our first class of interns will begin work in summer 2022.

As we moved into our newest corporate hub in Atlanta in 2021, we hosted several online sessions for interested job candidates to learn more about Papa Johns values, transformation, growth strategy and unique culture. Participants heard from senior leaders and representatives from our Inclusion Resource Groups about what drove them to join Papa Johns.

COLLABORATING TO ADVANCE DIVERSE TALENT

We seek partners who share our objectives of advancing diverse talent. One such partner is the Hispanic Association on Corporate Responsibility (HACR), which we are working with to advance Hispanic inclusion in corporate America. Corporate team members at Papa Johns have access to HACR executive leadership development programs and its annual two-day Latina Empow(H)er Summit, which features Latina experts and thought leaders who have successfully navigated the corporate world while balancing career, family and culture.

We also participate in the [Connected Leaders Academy](#), developed by McKinsey & Co., to help future leaders build new capabilities, mindsets and behaviors. In 2021, Papa Johns team members participated in cohorts for Black, Hispanic-Latino and Asian leadership development.

OUR INCLUSION RESOURCE GROUPS

- Flavor B.E.A.T. (Black Employees Achieving Together)
- Flavor Juntos (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)

ENSURING EQUITY

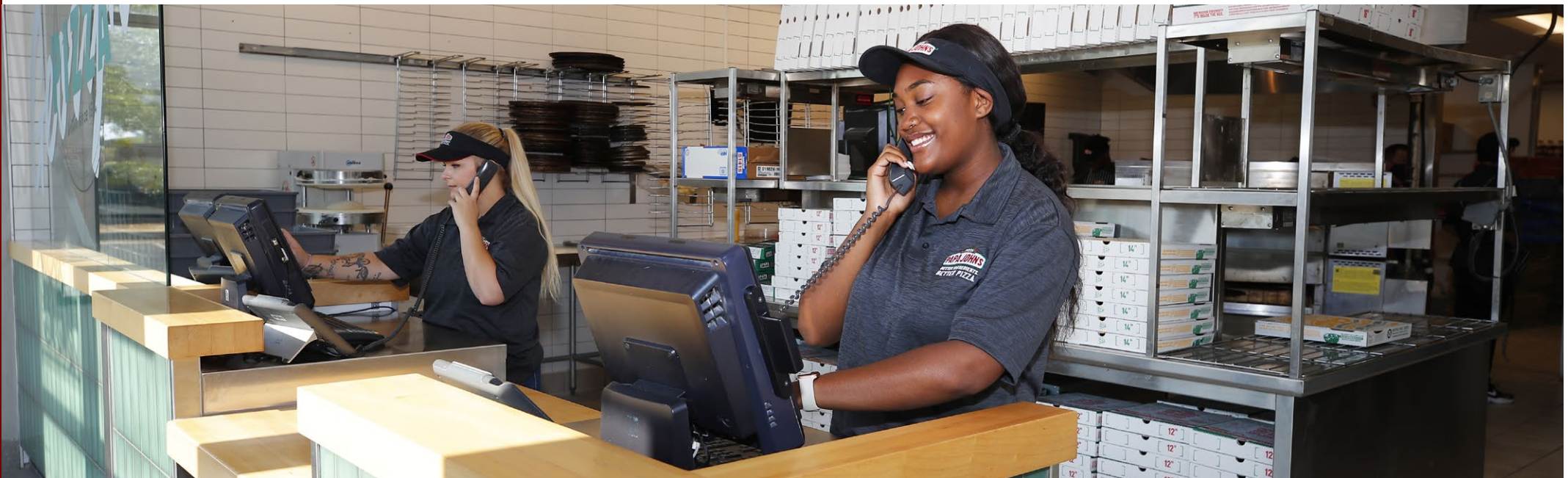
Equity is a critical component of our strategy to help ensure we make benefits and opportunities accessible to all team members. In 2021, Papa Johns undertook a comprehensive equity review of its team member policies and programs. Among the resulting changes were an expansion of our paid parental leave policy to provide six weeks of fully paid leave. We also perform pay equity reviews to help ensure team members are being paid appropriately based on legitimate business factors and that gender or race are not factors in any pay decision. If pay gaps are identified, we work to close them (*see page 29 for more information*).

CREATING AN INCLUSIVE WORKPLACE

Our eight Inclusion Resource Groups (IRGs) help build meaningful connections through community outreach and volunteerism, mentorship and professional development; elevate diverse perspectives; support key business goals and priorities; and create spaces for team members to learn from each other. For example, IRGs brought our Company values and culture to life through team member experiences that empowered women and allies for International Women's Day, celebrated the legacy of Martin Luther King (MLK) Jr., and amplified intersectional experiences during Pride month. In 2021, our IRGs expanded beyond the United States to engage our international team members from other countries in conversations and programs about DEI.

In 2021, more than 96% of U.S. senior managers and above completed Managing Inclusion™ training. This virtual session is designed to help leaders become more aware of their biases and uncover untapped talent in their teams. In 2022, we plan to roll out the training to all frontline managers, as well as introduce Conscious Inclusion training for all team members.

We also introduced Culture Days, which allow team members to take their choice of one additional paid day off to celebrate a cultural event meaningful to them.



“Thanks to Mrs. Omilami, I’ve been reminded of how important it is to do the right thing and stand up for each other, even when it’s hard.”

PAPA JOHNS TEAM MEMBER,

Feedback following our annual MLK Day speaker event featuring Elisabeth Omilami, daughter of the late Hosea Williams, civil rights leader and founder of Hosea Feed the Hungry & Homeless, now Hosea Helps, a regional emergency relief organization and a Papa Johns community partner.

SUPPORTING LGBTQ+ TEAM MEMBERS

The Flavor Pride IRG seeks to build a community of trust and positive change by providing an inclusive lens to policies and community initiatives that impact LGBTQ+ team members and allies.

In 2021, the Flavor Pride IRG contributed to several culture milestones at Papa Johns including:

- Integrating self-identification best practices (e.g., gender identity, pronouns and sexual orientation) into our talent acquisition, talent management and onboarding processes.
- Incorporating gender-neutral bathrooms in our new Atlanta corporate hub.
- Hosting inaugural “Self-Expression and Authenticity Drag Show: What’s Your Drag Flavor?” from Papa Johns.
- Supporting an increase in LGBTQ+ diverse supplier spend year over year.

CEO ACTION FOR DIVERSITY & INCLUSION

HELPING TO INCREASE A CULTURE OF UNDERSTANDING OF OUR DIFFERENCES

As a signatory to the CEO Action for Diversity & Inclusion, Papa John's hosted its inaugural Days of Understanding Program in 2021. Through a series of events and webinars, team members came together for candid and open conversations about real-time issues impacting them. One of the most powerful events took place in the aftermath of the killing of eight people in the Atlanta area to discuss the growing wave of anti-Asian racism and to celebrate the rich cultures and contributions of the Asian-American Pacific Islander community.

In addition, Papa John's International, Inc. President and CEO Rob Lynch is a proud member of the governing committee of the "CEO Action for Racial Equity," a fellowship program that engages corporate leaders to advance racial equity through public policy.



“Our Days of Understanding events are a safe place for our team members to share their life experiences and listen to other people's experiences. It gives all of us a voice and an opportunity to learn from other's perspectives, affirm that no one should be lonely in their journey and help contribute to a better place to work.”



ATHAR KHAN

Senior Manager, End-User Services Team

RECOGNITION AND AWARDS



LOOKING FORWARD

- In 2022, we continue to execute against our DEI strategy by:
- Operationalizing team member behaviors aligned to our culture and values through our Executive Inclusion Council.
 - Integrating DEI in our talent processes, including diverse candidate slates requirements and microaggressions training.
 - Building people manager cultural competency to improve team member engagement.
 - Embedding DEI in our culture storytelling.
 - Leveraging our DEI scorecard and team member insights for transparency.

WORKFORCE COMPOSITION				
MANAGEMENT		FY 2021	FY 2020	FY 2019
	Females in management positions****	30%	33%	22%
SENIOR MANAGEMENT TEAM				
	Total positions	11	11	10
	Female members	4	4	3
	African American members	2	2	2
	LGBTQ+ members	1	1	1
Excludes Jan/Feb 2019 data				
WORKFORCE*		FY 2021	FY 2020	FY 2019
SENIOR MANAGEMENT TEAM				
	Female	31%	30%	29%
	Male	69%	70%	71%
ETHNICITY				
	White	63%	65%	63%
	Black / African American	21%	21%	22%
	Hispanic / Latino	8%	7%	7%
	Asian	2%	2%	2%
	Not Specified	3%	3%	3%
	Two or more	2%	2%	2%
	Native Hawaiian or Other Pacific Islander***	<1%	-	-
	American Indian or Alaska Native***	1%	-	-
AGE				
	Gen Z (1996-present)	45%	46%	42%
	Millennial (1977-1995)	35%	30%	32%
	Gen X (1965-1976)	13%	17%	18%
	Baby Boomers (1946-1964)	7%	7%	8%
	Traditionalists (>1945)	<1%	<1%	<1%
	Veteran status (yes)**	5%	5%	5%
	Disability status (yes)**	7%	6%	6%

* Slight discrepancies in the data between reports are due to standardizing our metrics gathering processes to more closely align with our financial filings
** Based on employee self-identification
*** Native Hawaiian or Other Pacific Islander and American Indian or Alaska Native categories added to Workforce Data for FY 2021
**** International corporate was included in the Female in management positions for FY 2021

SUPPLIER DIVERSITY

At Papa Johns, our commitment to diversity, equity and inclusion isn't limited to just our team members and hiring practices — it also extends to our Supplier Diversity Program to seek partners who are aligned with our core values of Everyone Belongs, Innovate to Win and Do the Right Thing. Our Supplier Diversity Program enables Papa Johns to contribute to the growth and development of small and minority-, woman-, disabled-, veteran- and LGBTQ+-owned businesses. By leveraging diverse suppliers to help expand our economic footprint, we believe we naturally strengthen the economic base of our communities, while also reflecting the diversity of our customers.

In 2021, we were intentional in investing in processes and tools, such as our new supplier diversity portal, to better reflect the diversity of our customer base within our supply chain, to grow inclusive, mutually beneficial business relationships and to increase our expenditures with diverse suppliers. Our supplier diversity portal provides comprehensive insight into our diversity spend and helps our procurement professionals proactively identify diverse suppliers with whom they can partner.

“ Our strategy aims to achieve a more diverse supply chain through more inclusive procurement and sourcing processes. ”



KEYA GRANT
Director, DE&I Supply Chain

Our sourcing team is dedicated to the growth and capacity building of diverse firms by creating opportunities for them to compete for business with Papa Johns. In 2021, Papa Johns purchased products and services from more than 1,100 diverse businesses, an increase of 15% from the previous year.

Papa Johns invested **MORE THAN \$3M** with diverse suppliers in the building of its new global 60,000-square-foot corporate hub in Atlanta.

We also extend our reach with corporate memberships and support of third-party certifying agencies, including the National Minority Supplier Development Council (NMSDC), the Women's Business Enterprise National Council (WBENC), National LGBT Chamber of Commerce (NGLCC), TriState Minority Supplier Development Council (TMSMDC), Greater Women's Business Council (GWBC) and many regional and local partner organizations.

SUPPORTING LOCAL SUPPLIERS IN ATLANTA

Our commitment to engaging small and minority-, woman-, disabled-, veteran- and LGBTQ+-owned businesses extends across all avenues of our value chain, from the sourcing of ingredients to outfitting our corporate office spaces. When Papa Johns decided to open a new corporate hub in Atlanta, we intentionally engaged local, woman-owned and minority-owned businesses to create a workspace representative of the values shared between Papa Johns and Atlanta. A few examples of how we leveraged diverse suppliers to create an office environment that reinforces our commitment to diversity, inclusivity and winning include:

- Incorporating signage throughout the office, including our brand name on the exterior of the building, created by DeNyse, a certified woman-owned business in Metro Atlanta.
- Sourcing office furniture from Office Creations, a certified woman-owned business (WBE) in Metro Atlanta.
- Procuring carpet from Interface, a locally headquartered company known for its work in and commitment to sustainability.
- Leveraging products and services from The Paint Doctor, a Native American-owned local business.

“ DeNyse Companies is proud to partner with Papa Johns in fulfilling their recipe for success through excellence in products, people and processes. As a WBE, we are excited to be a key sign supplier for a corporate giant whose interests support local, woman-owned and minority contractors. We believe through this relationship, we will continue to strengthen the circle of business support, community outreach and individual growth, which is a winning recipe in our book. ”



JENNIFER DENYSE
Founder / Owner

COMPETITIVE BENEFITS

Papa Johns and its franchisees offer team members a variety of benefits, including flexible hours, healthcare and paid vacations, regular merit increases and bonus potential.

All corporate team members*, including part-time team members who average 30 or more hours**, are eligible for benefits including:

- Medical benefits providing full coverage for preventive care services
- Access to telehealth and telemedicine for team members and their dependents
- A free Team Member Assistance Program with confidential services to manage stress, finances, work and personal issues, including up to three in-person visits to a mental health provider at no cost

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 also fixed-dollar coverage for other medical services. This plan is partially subsidized by Papa Johns, allowing team members to purchase individual coverage at a reduced weekly rate.

All team members, 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.

Papa Johns may provide certain benefit administrative services for our joint venture locations where Papa John’s International, Inc. or a wholly owned subsidiary owns a majority interest in the restaurant location.

TOTAL REWARDS PROGRAM OVERVIEW	FULL-TIME CORPORATE TEAM MEMBERS	HOURLY (30+ HOURS) RESTAURANT TEAM MEMBERS	HOURLY (<30 HOURS) RESTAURANT TEAM MEMBERS
401(k) retirement plan	✓	✓	✓
Dental	✓	✓	✓
Vision	✓	✓	✓
Team Member Assistance Program	✓	✓	✓
Voluntary benefits (hospital indemnity)	✓	✓	✓
Commuter/parking	✓	✓	✓
Auto/Home Choice Program	✓	✓	✓
Medical (PPO & HDHP options)	✓	✓	
Voluntary benefits (critical illness and accident indemnity)	✓	✓	
Minimal essential coverage (MEC) medical option		✓	✓
Voluntary short-term disability		✓	✓
Voluntary term life insurance		✓	✓
Basic & voluntary life/AD&D	✓		
Short-term & long-term disability plans	✓		
Flexible spending account (health & dependent care)	✓		
Health savings account	✓		
Legal assistance plan	✓		

* Papa John’s International, Inc. and Papa John’s USA, Inc. do not make any employment-related decisions on behalf of independently owned and operated franchise locations. The franchisee is solely responsible for employment matters, including setting benefits for their team members.

** This is per week over an initial measurement period defined by the Affordable Care Act.



FAIR & EQUITABLE PAY

At Papa Johns, we are committed to paying our team members fairly and equitably. Our pay practices are grounded in market-competitive and performance-based principles to attract, retain and reward world-class talent. We leverage tools and processes to establish equitable pay decisions, including salary ranges and bonus targets by level, objective performance goals and ratings and clear guidelines for bonuses and long-term incentives tied to performance. Managers provide all team members with clear information about how compensation decisions are made. Papa Johns regularly reviews our pay practices, as well as our team members' pay, to ensure we are providing equal pay opportunities for equal work, regardless of gender or race and ethnicity.

RETIREMENT SUPPORT

All Papa Johns corporate team members 21 years 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% of pay, not to exceed the yearly IRS maximum. Beginning January 1, 2022, Papa Johns will match 100% of eligible team members' 401(k) contributions up to 4%. In 2021, we also reduced waiting times to enroll in the program, improved the vesting schedule and added an additional Roth option and an ESG-focused fund that considers environmental, social and governance factors as one of our 401(k) investment fund options. For franchise team members, any employer match contributions or 401(k) plans are at the discretion of the franchise owner.

Team members also have access to quarterly financial webinars and online resources to help them manage their retirement.

SUPPORTING PARENTAL PAID TIME OFF

In 2021, 70 team members (2.3% of those eligible) took parental leave, of whom 54% were female and 46% were male. Sixty-nine team members returned to work, of which 60 were still employed at Papa Johns by the end of the year.

In 2022, Papa Johns is updating and expanding our paid parental leave benefit to be more inclusive and reflective of our values of People First and Everyone Belongs. For full-time team members in corporate restaurants, Quality Control Centers and corporate hubs, the policy will offer six weeks of paid leave to all new parents — including birth mothers, fathers, adoptive and foster parents. Team members who are the child-bearing parent may also be eligible for additional leave under other benefit policies, including our Paid Parental Leave Policy and Short-term Disability Policy. By making our policy more inclusive, we hope to encourage family bonding and promote greater workplace equity for all working parents.



TEAM MEMBER HEALTH & SECURITY

Investing in the health and security of Papa John's team members is one of our leading priorities. When our team members are healthy and safe, our business thrives.

REMAINING VIGILANT AGAINST COVID-19

As the COVID-19 pandemic continued into 2021, Papa John's remained focused on the health of its team members and customers.

Our corporate hub workers continued to work remotely, remaining connected to Papa John's through regular webcasts, podcasts, emails and SLICE, the company's intranet portal.

For those team members working in our Quality Control Centers and restaurants, we continued to implement stringent safety protocols aligned with the U.S. Centers for Disease Control and Prevention (CDC) to reduce transmission of the virus.

This included:

- Following CDC quarantine protocols when team members tested positive. To return to work after quarantine, team members must provide a negative test result from a qualified medical provider.
- Providing crisis pay while on leave for quarantine to any team member who tested positive as a result of being exposed at work.
- Establishing a no-signature, no-contact process between our commercial drivers delivering pizza dough and ingredients and restaurant team members, as well as offering a limited interaction food drop-off experience and online payment for customers.
- Requiring all team members to attest to daily temperature checks when reporting to work and providing team members who have tested positive but are asymptomatic with KN95 masks following the appropriate isolation period.
- Working with our franchise partners to ensure appropriate COVID-19 precautions are applied across all restaurants.
- Providing free virtual doctor visits, in addition to existing benefits of no-cost mental health support and affordable health plan options, to all team members. Eligible team members and franchisees can also access our Emergency Relief Funds — known as the Papa Fund and The Papa John's Franchise Relief Fund (see page 19) — which provides financial assistance in the face of emergency, injury, illness or natural disaster.

OCCUPATIONAL SAFETY

As part of the Company's enterprise-wide safety management system, Papa Johns is investing in training, technology and people to focus on the safety of its team members in its Quality Control Centers, offices, restaurants and on the road. Papa Johns Vice President of Global Safety & Security has oversight of the program and provides regular reports to senior leadership.

All Papa Johns team members receive annual safety training based on the requirements of their roles. Our Quality Control Centers, restaurant operations and corporate-owned restaurants undergo annual safety audits as well as random observations by regional safety managers and field safety coordinators.



DRIVER SAFETY

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 (QSR), Papa Johns employs its own fleet of commercial drivers who make twice-weekly deliveries of Papa Johns original pizza dough and other ingredients to all Papa Johns restaurants. 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 our commercial drivers are trained in Smith System defensive driving courses upon hire and are required to be recertified annually. In 2021, due to the continued threat of COVID-19, we paused the on-road portion of the annual certification process for the second year; we continued to offer in-classroom training to all eligible team members.

In addition, for all new commercial vehicles purchased, Papa Johns invests in active safety systems, including lane departure, side approach and rear collision warnings; adaptive cruise; and tire monitoring. We also use Lytx DriveCam, a telematic system that monitors driving behaviors, in all trucks. This 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. Regional Safety Coordinators perform on-site coaching with drivers as they make deliveries. In 2021, we also began to conduct unannounced mock Department of Transportation inspections of our drivers similar to how the Department of Transportation inspects.

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 (whom we partner with) for additional guidance. Papa Johns 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 upon hire and driver safety training. Through Drivosity, a system installed in Papa Johns corporate restaurants and many franchises, restaurant general managers are able to detect unsafe driving behaviors, such as speeding, rapid acceleration, harsh braking and aggressive cornering, and 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.

The Company’s investment in driver safety training and on-road safety systems continued to reap positive results, with ongoing reductions in accidents among both commercial tractor-trailer and pizza delivery drivers.

Team Member Security

In our corporate-owned restaurants, all team members receive training at the time of hire that focuses on security topics in and around the restaurant. In 2021, we continued to enhance this training with on-site visits by our corporate security team and collaboration with local law enforcement. We also continued to install a cloud-based security system in all corporate restaurants that allows for centralized security monitoring and real-time response and partnership with law enforcement in the case of a restaurant emergency. Moving forward, all new corporate restaurants will include this system. Restaurant and driver robbery incidents have dropped 71% since 2018.

LOOKING AHEAD

Through data analyzed in 2021, we found that a significant percentage of injuries (43%) occur among first-year team members. The top three categories of injuries included strains from lifting, pushing and pulling; slips and falls; and being struck by falling objects. In 2022, we will conduct root cause analysis for these injuries and implement reduction plans. Reductions in injuries will be linked to annual incentives for Quality Control Center directors, transportation managers and front line supervisors starting in 2023.

OSHA recordable injuries since 2014	↓ 32%
Total recordable injury rate since 2014	↓ 39%
Lost workdays from injuries since 2014	↓ 84%
Lost time case rate since 2014	↓ 60%
Actual OSHA recordable injuries since 2017	↓ 10%
Lost time since 2017	↓ 71%
Workers’ compensation since 2017	↓ 71%
Preventable crash reductions since 2014	↓ 27%
Commercial crashes since 2014	↓ 7%
Crashes per million miles since 2014	↓ 21%
Hours of service violations per million miles since 2014	↓ 83%
Auto physical damage cost since 2014	↓ 38%

LABOR & HUMAN RIGHTS

We strive to maintain a work environment that respects and supports human rights for all team members around the world and those of our suppliers.

To fulfill our commitment to respecting the human rights of our team members, we:

- Condemn slavery and human trafficking whenever and wherever they may occur.
- Do not employ underage children or forced laborers.
- Prohibit physical punishment or abuse.
- Respect the right of all team members to associate or not to associate with any group as permitted by applicable laws and regulations.
- Require compliance with all local labor laws in every market where we operate.
- Promote, protect and help ensure the equal rights of all persons, including minorities, women and those with disabilities.
- Partner with stakeholders to collect input and help guide our human rights efforts.

Our commitment to human rights is also demonstrated in our [**Code of Ethics and Business Conduct**](#).

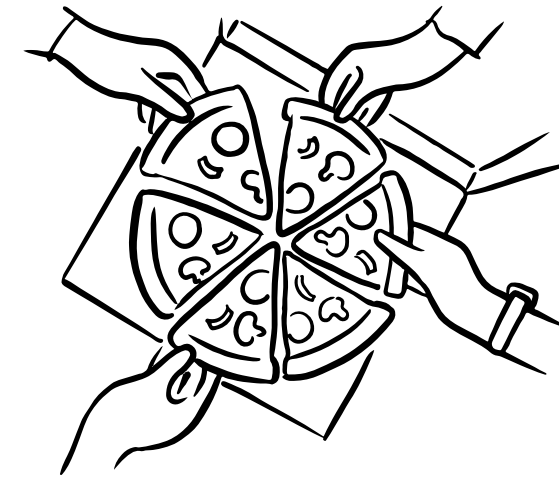
Our efforts extend to our supply chain, where we hold the same expectations of ethical, legal and socially responsible business practices for our suppliers globally and require that they maintain all industry-specific standards and regulations. We incorporate into our standard supply agreements specific prohibitions against suppliers' use of forced labor or facilitation of slavery and human trafficking, requirements for compliance with all labor laws and regulations and clauses for equal opportunity employment. Our agreements include certification, verification and audit procedures. We also offer training to company representatives to support those efforts.

Concerns can be reported to the Papa Johns Ethics Helpline at (844) 201-9814 (toll free) or [**online**](#).





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 and continues to how our pizzas get to your door. Better in, better out. Better, delivered.

In 1984, Papa Johns 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.

While 2021 posed significant supply chain challenges for the entire food supply and restaurant industry, we never compromised on our commitment to the highest food and safety standards.

FOOD SAFETY & HYGIENE

The Global Food Safety Program & Standards from Papa Johns 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.

All Papa Johns food service and restaurant team members undergo annual food safety training that covers safe ingredient handling, team member 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 Johns 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 Johns meets all applicable quality standards, including good manufacturing practices requirements. All third-party sourced food arrives at our Quality Control Centers.

We conduct annual food safety and quality audits of all Papa Johns Quality Control Centers to ensure compliance with our own global food safety standards. In 2021, we audited 100% of our Quality Control Centers, the majority of which took place remotely due to COVID-19.

We work to ensure all suppliers have undergone a third-party food safety audit. In addition, we conduct quality audits of our ingredient suppliers annually and provide feedback through our supplier score card to drive continuous improvement. Looking forward, we will add environmental and social criteria to the annual supplier score card.

We also work with industry groups, such as the National Council of Chain Restaurants and the National Retail Federation, to address common food safety issues and find shared solutions to supply chain challenges.

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 Johns 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% peanut-free.

GLOBAL FOOD SAFETY PROGRAM AND STANDARDS

The Papa Johns Global Food Safety Program & Standards applies to our entire supply chain – from our suppliers and Quality Control Centers, to Papa Johns restaurants across the country.



OUR SUPPLIERS

We purchase tomatoes, pizza sauce and other ingredients from a select group of qualified suppliers who meet our high-quality standards. We conduct annual quality audits of these suppliers, who will also undergo a third-party food safety audit.



FOOD SAFETY TRAINING

All Papa Johns food service and restaurant team members undergo annual food safety training.



QUALITY CONTROL CENTERS

Quality Control Centers are inspected annually for food safety and quality compliance.



ANNUAL AUDITS

We conduct annual food safety and quality audits of all Papa Johns Quality Control Centers.

2021 FOOD SAFETY PERFORMANCE

IN 2021, WE DID NOT ISSUE ANY PRODUCT RECALLS OR HAVE ANY CONFIRMED FOODBORNE ILLNESS OUTBREAKS.

FOOD QUALITY: SIMPLE, CLEAN INGREDIENTS



PAPA JOHNS HAS ALWAYS BELIEVED IN SERVING HIGH-QUALITY PIZZA MADE WITH AUTHENTIC INGREDIENTS.

Our original dough is always made fresh, never frozen, with six simple ingredients: flour, water, sugar, 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 mozzarella made from real cheese and meat full of flavor, not filler. We strive for our onions, green peppers, mushrooms and Roma tomatoes to always be fresh.

Papa Johns was the first national pizza delivery chain to announce the removal of artificial flavors and synthetic colors from our core menu, including preservatives such as BHA and BHT, flavor enhancer MSG, partially hydrogenated oils and high-fructose corn syrup. 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.

In 2016, we 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. In 2021, due to ongoing supply chain disruptions, we experienced challenges sourcing chicken in the United States that met our “No Antibiotics Ever” standards. As a result, we temporarily sourced chicken breast meat raised without antibiotics important to human medicine. This change did not affect the taste, safety or quality of our products.



OUR ROADMAP TO BETTER INGREDIENTS. BETTER PIZZA.

Since 2016, Papa Johns has strived to eliminate the use of the following in its core menu items:

- Preservatives such as BHA and BHT and flavor enhancer MSG
- All artificial flavors and synthetic colors from entire food menu
- High-fructose corn syrup
- Palm oil from most of our food



TRANSPARENCY & INNOVATION

We believe in transparency and choice. Papa Johns offers detailed nutritional information online for many items and includes the ingredients of most of our products.

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 free from animal products. We were also one of the first pizza chains to offer a gluten-free crust. We 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. We incorporate customer feedback in our product development process. We also look for ways to integrate sustainable options.

“ At Papa Johns, we’re continuously innovating to add balanced menu items and adapt to our customers’ changing preferences. ”



SCOTT RODRIGUEZ

Senior Vice President, Menu Strategy & Product Innovation

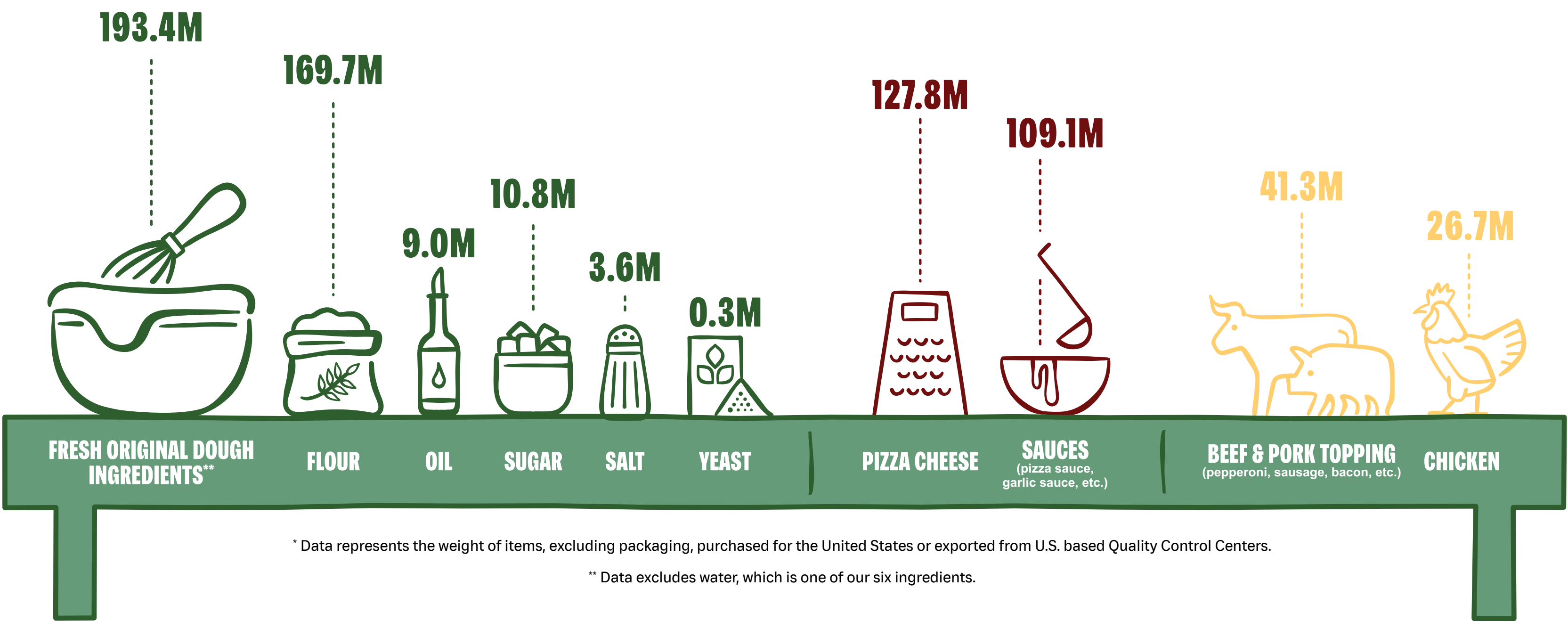
RESPONSIBLE SOURCING

Our supply chain is complex; diverse products from cleaning supplies to pizza ovens and from cheese to chicken need to be available at the right location at the right time. While we rely on a limited group of established suppliers for the goods and services we need, we have contingency plans in place when supply challenges arise. In 2021, we put these plans into effect to ensure ongoing supply.

In 2021, our sourcing efforts continued to focus on managing the supply chain impacts of COVID-19. When any of our established suppliers were unable to meet our needs, we were able to turn to alternative supply options. This, together with sophisticated forecasting methods already in place, enabled us to avoid major supply disruptions, while adhering to our rigorous supplier safety and quality standards.

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.

2021 TOP ITEMS PROCURED BY WEIGHT (LBS)*



“ Throughout the pandemic, Papa Johns has successfully leveraged its network of high-quality partners to ensure a consistent supply of ingredients that meet our high standards of safety and quality, allowing us to continue to provide customers with the pizza they love and the ingredients they can trust. ”



SHANE HUTCHINS
Chief Supply Chain Officer

OUR COMMITMENT TO ANIMAL WELFARE

Our commitment to better extends to improving animal welfare throughout our supply chain.

Our approach to animal welfare is outlined in our [*Corporate Animal Welfare Policy*](#). Although Papa Johns does not breed, process, transport, own or raise animals, we expect our suppliers to have the highest standards commercially available with respect to animal welfare. Papa Johns specifies that proper and humane animal welfare practices should be followed during every step of processing. These expectations are outlined in our supplier agreements and specifications, including compliance with United States Department of Agriculture (USDA) regulations on the humane treatment of animals. Many of Papa Johns suppliers do not directly own, raise or transport live animals; therefore, we mandate that all suppliers to Papa Johns require that their suppliers also comply with USDA regulations.

UPDATES ON PORK HOUSING & BROILER CHICKEN COMMITMENTS

Over the past decade, restaurant companies across the industry announced commitments related to alternative housing for sows (pregnant pigs) and housing conditions for broiler chickens.

At the time, Papa Johns aligned with these commitments with the expectation that the pork and chicken industries would also move in this direction. However, the industries have not developed as expected. The lack of supply, coupled with global supply chain disruptions due to COVID-19, have presented challenges in advancing these commitments.

Animal welfare remains an important issue for our business and our stakeholders, and we remain committed to improving and doing better. We will continue our ongoing efforts to source pork and chicken that is raised and processed in accordance with our Corporate Animal Welfare Policy. We will continue working with our suppliers to identify— and encourage the creation of— more sources of pork raised in alternative housing options and chicken that aligns with the Better Chicken Commitment.

Ultimately, our aim is to ensure our strategy moving forward is aligned both with the evolution of the pork and chicken supply industries and with best practices for animal care, while also being commercially viable.



GLOBAL CAGE-FREE EGG COMMITMENT

Papa Johns is committed to transition to 100% of eggs and egg ingredients for Papa Johns proprietary menu items coming exclusively from cage-free suppliers by 2030.

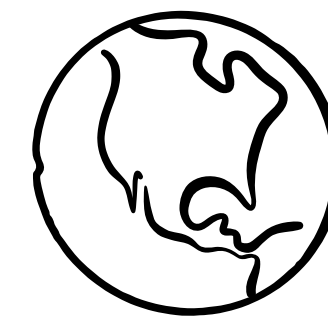
“We applaud the commitment from Papa Johns on this important animal welfare issue,” said Kirsty Tuxford, Corporate Engagement Manager at Lever Foundation. “Papa Johns great pledge ... will improve the welfare of animals in its global supply chain and will also benefit the Company’s international customers.”

In 2016, we began using cage-free eggs across our menu in North America; currently more than 90% of the eggs we purchase are from cage-free sources. In our UK market, we’ve used only cage-free eggs since 2018.

In some regions, limited or no supply of cage-free eggs exists, and there is no current pathway for a commercially viable supply. We plan to work with suppliers and key partners in these regions to increase the availability of cage-free egg sources.



PLANET



DELIVERING ON OUR COMMITMENT TO THE ENVIRONMENT

Papa Johns is committed to being a good steward of the environment and integrating environmental responsibility into how we do business. From more fuel-efficient vehicles to LED lighting to sustainable packaging, we are investing today for a better tomorrow.

ENVIRONMENTAL & CLIMATE CHANGE STATEMENT

INTRODUCTION & SCOPE

Papa Johns is built on the promise of Better Ingredients. Better Pizza. This commitment extends across all aspects of our business, including taking steps to address our environmental impacts.

The Papa Johns Environmental and Climate Change Statement articulates our approach to environmental stewardship for our corporate-owned operations in the United States. Where Papa Johns does not have operational control, such as with franchisee operations and suppliers, we encourage our partners to adopt similar commitments.

OUR PRIORITIES

We comply with all applicable environmental regulations and operate our business with an aim to reduce our environmental impacts. Based on findings from our 2020 Materiality Assessment, we have identified the following priority areas:

- 1 Sustainable Packaging & Materials Management.** Papa Johns has been a leader in sustainable packaging since 2015, when we began using pizza boxes made from certified sustainable, 100 percent natural fiber. Today, all of our boxes are produced by suppliers that are certified to the SFI Certified Sourcing Standard. We explore opportunities to increase the use of sustainable packaging materials, reduce single-use packaging through our reusable dough trays and increase recycling and divert waste, where possible.
- 2 Sustainable Agriculture.** We recognize that how our ingredients are produced has a direct impact on the planet. We screen our suppliers carefully and strive to work with suppliers to improve agricultural practices throughout the supply chain. On a related matter, our animal welfare strategy is detailed in our [Corporate Animal Welfare Policy](#).
- 3 Food Waste.** We are committed to reducing food waste throughout our operations and supply chains. We seek to continuously improve our processes, through employee training and improved forecasting tools and inventory management systems. When we do have surplus food, we donate it through the Papa Johns Harvest Program to community partners serving those in need.
- 4 Greenhouse Gas Emissions.** To reduce greenhouse gas emissions associated with our Quality Control Centers, restaurants, fleet operations and corporate hubs, we work to conserve energy and fuel use, improve energy efficiency and explore the sourcing of renewable energy.

OUR POSITION ON CLIMATE CHANGE

Papa Johns recognizes that greenhouse gas emissions affect our climate and that human activity is a key driver of climate change, as established by the UN Intergovernmental Panel on Climate Change. We believe businesses have an important role in addressing climate change by implementing initiatives to reduce emissions within their control, and through mitigation and adaptation initiatives outside their immediate influence, where feasible.

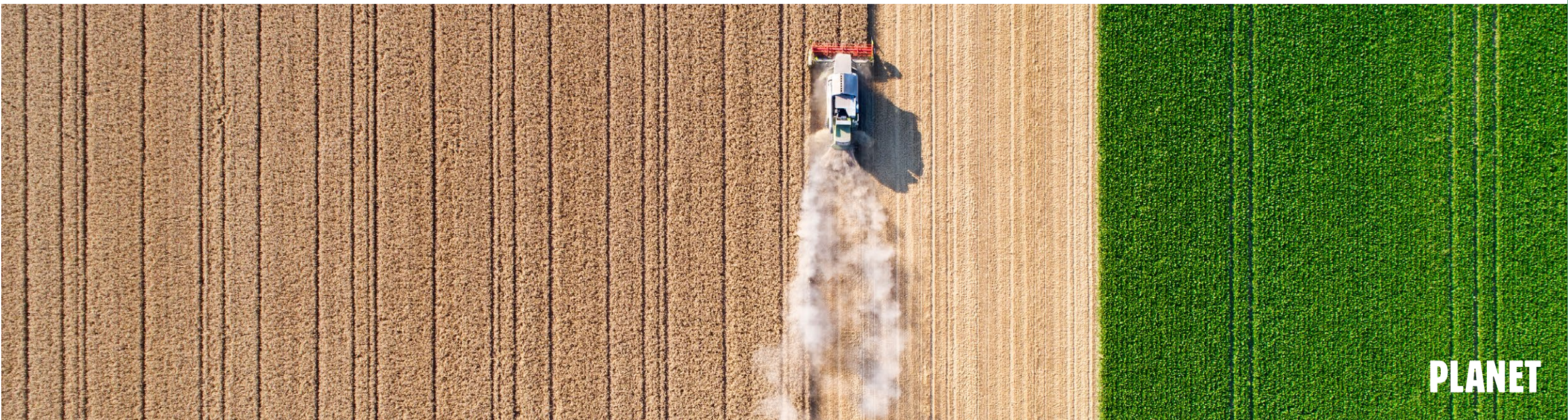
We are aware that climate change may pose certain risks to our business. These risks are managed through our Enterprise Risk Management program ([detailed in our Proxy Statement](#)) and may include the physical impacts of climate change, the availability of ingredients, government regulation and other market or transition risks.

Papa Johns recently completed our first greenhouse gas inventory, using the Greenhouse Gas Protocol Corporate Standard, to better understand where emissions occur across our corporate operations and to inform our strategy. We are proud of the initiatives we have already implemented to reduce greenhouse gas emissions across our company-owned Quality Control Centers, restaurants, fleet operations and headquarters.

OUR GOVERNANCE

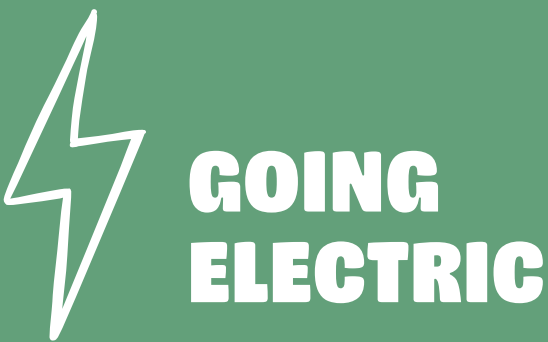
The Corporate Governance and Nominating Committee of the Papa Johns Board of Directors provides oversight for the Company's initiatives and reporting on sustainability and ESG matters (for further details visit papajohns.com/corporate-governance). The Engineering team within Papa Johns Food Service has day-to-day responsibility for implementing associated initiatives.

We commit to monitoring our progress annually through appropriate environmental metrics and publicly reporting on key developments at least every two years. We will regularly review and update our position as new information and best practices become available through scientific research, industry standards, regulations or internal analysis.



ENVIRONMENTAL JOURNEY

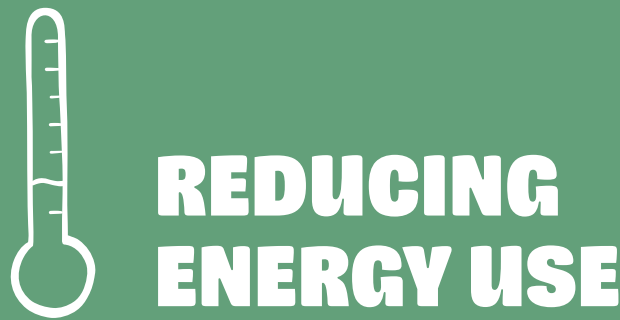
See how we’re investing in new technologies and processes to improve the efficiency of our restaurants and Quality Control Centers.



In 2018, we piloted innovative shore power technology that switches our delivery trucks from diesel to electric power to refrigerate the trailer as ingredients are loaded, which can take up to five hours. The pilot at our Florida Quality Control Center reduced diesel use by more than 25%. We have implemented this system at three Quality Control Centers and expect to complete the transition at all centers in 2022. This represents an investment of \$600,000.



In 2019, we tested route optimization technology at our Kentucky Quality Control Center to help ensure our truck drivers take the most efficient routes, reducing drive time, number of trucks on the road and associated emissions. This technology, combined with other optimization projects, has helped avoid 316,000 miles and 3,500 metric tons of CO₂ equivalent emissions.



In 2020, we introduced cool-rinse cleaning systems at three of our Quality Control Centers to sanitize our reusable dough trays. This represents an investment of \$280,000. In 2021, we implemented cool-rinse cleaning systems across all Quality Control Centers. This reduced hot water and natural gas use, while maintaining high hygiene standards.



Moving forward, we will conduct environmental assessments to identify opportunities at our Quality Control Centers, corporate-owned restaurants, corporate hubs and fleet to further reduce our energy and water use and improve waste management practices.



WASTE MANAGEMENT

Our main sources of waste are food packaging, food waste in our restaurants and Quality Control Centers and shipping materials. Throughout our operations, we follow a three-R strategy: reduce, reuse and recycle.

Reduction, Reuse & Recycling

We use reusable dough trays when transporting our fresh original pizza dough from our Quality Control Centers to our restaurants. When no longer fit for use, we grind and recycle the trays. In 2021, this helped to divert 71,000 trays, or more than 242,000 pounds of waste, from landfills.

One of the most significant opportunities to reduce waste is our pizza boxes. Today, all of our boxes are produced by suppliers that are certified to the SFI Certified Sourcing Standard.

MATERIALS USED BY WEIGHT (CUBIC INCHES)

PACKAGING MATERIALS		2021	2020
NON-RENEWABLE PACKAGING MATERIALS			
	Plastic	4,025	3,398
	Foil	18,418	17,251
RENEWABLE PACKAGING MATERIALS			
	Corrugated cardboard	2,999,431	2,814,730
	Paperboard	50,178	47,283
	Paper	139,969	151,751

Combatting Food Waste

By using forecasting tools and our upgraded inventory management system, we continued to more accurately source the ingredients we need — where and when we need them.

When we do have surplus food, we work with partners to deliver it to people in need. We partner with the Food Donation Connection to run the Papa John's Harvest Program, through which we've donated 3.4 million meals since 2010, including approximately 253,000 meals in 2021. More than 400 nonprofits across the nation use the donated food to supplement their menu and offset their food budget. They can then apply those resources for their main mission — helping the homeless, children, battered women, after-school care, addiction recovery and senior centers.

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

Food waste reduction is also a strategic focus area of The Papa John's Foundation and we look for ways to align our grant making and philanthropic partnerships with this important area of our business.

PAPA JOHNS HARVEST PROGRAM PARTNER SPOTLIGHT

Papa John's restaurants in Atlanta have built a special relationship with Seven Bridges to Recovery through the Company's Harvest Program. Seven Bridges provides housing and support to men, women and children in need and conducts outreach to those experiencing homelessness in the city. Each week, they offer Papa John's pizza and other donated fresh food items to the people they aid, helping to brighten their lives in a small way.

“This is what community is all about. Our partnership has turned into something so much bigger than just a weekly donation — it's about connecting with people and helping to make their lives better.”



TIFFANY RUNSER

Field Deployment Manager





COMMUNITY



OUR COMMITMENT TO COMMUNITIES

At Papa John's, we're committed to better, and through the company and The Papa John's Foundation, we're delivering better for the communities where we live, work and play.



ECONOMIC IMPACT

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 2021, we created 1,500 new U.S. jobs by opening 50* new Papa John's restaurants and, with them, the opportunity for each new team member or employee to grow within the organization.

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 hubs contributed to economic growth through local, state and federal taxes. In 2021, we paid more than \$221 million in taxes to local communities across the United States.

* New restaurants represent both domestic Company-owned and franchised restaurants (12 Company owned and 38 franchised).

THE PAPA JOHN'S FOUNDATION FOR BUILDING COMMUNITY

Through The Papa John's Foundation for Building Community, we support communities as they work together for equality, fairness, respect and opportunity for all. Through partnerships with leading national and local community organizations, The Papa John's Foundation's philanthropic approach focuses on youth leadership and entrepreneurship, food security and food waste reduction.

MISSION

We support communities as they work together for equality, fairness, respect and opportunity for all.

VISION

We believe empowered communities overcome divides through civility and unity.

The Papa John's Foundation for Building Community is governed by a Board of Directors, including three Papa John's executives, four independent directors and two franchisees, who represent this important stakeholder group.

Learn more about [*The Papa John's Foundation for Building Community*](#).

SUPPORTING OUR NATIONAL PARTNERS



Boys & Girls Clubs of America (BGCA) has been a partner of The Papa John's Foundation since 2019. In 2021, our funding supported leadership development programs, including the National Youth of the Year celebration, which recognizes deserving teens for outstanding leadership, community engagement and academic performance. We also expanded our support of Youth of the Year events in the Midwest region and in Metro Atlanta. Papa John's executives and senior leaders champion our partnership with BGCA by serving as judges for Youth of the Year events, including Marvin Boayke, Chief People and Diversity Officer, who also participates on the BGCA Southeast Board of Trustees.

CREATING A SAFE SPACE FOR COURAGEOUS CONVERSATIONS

The past two years have been challenging for many, including kids and teens who are dealing with the trauma created by systemic inequities, racially charged violence in their communities and the disproportionate impact of the pandemic on their families.

To support the social and emotional well-being of youth and teens through these challenging times, The Papa John's Foundation partnered with BGCA and the National CARES Mentoring Movement to pilot a culturally relevant and healing-centered mentoring program. Mentoring Circles create a safe and inclusive space for youth to have open and honest conversations with peers and trusted adults about everything from school, home life and friendships to social justice issues and impacts of the COVID-19 pandemic.

The ultimate goal is to create a safe space for honest and courageous conversations where youth can build the emotional intelligence they need for the future.

Our funding is supporting the program at 10 Clubs across the United States., including capacity-building training to educate Club staff about the intersection of race, culture and trauma. Ten team members from Papa John's are also serving as volunteer mentors at Clubs in Atlanta, Louisville, and St. Louis.



We also support United Negro College Fund (UNCF), which works to build a robust and nationally recognized pipeline of under-represented students who, because of UNCF support, become highly qualified college graduates. In 2021, Papa John's supported 24 merit-based scholarships and provided emergency "just-in-time" aid for students who may be at risk of dropping out due to an unexpected financial hardship.

MEET TWO OF OUR UNCF SCHOLARSHIP RECIPIENTS

“ I wish to understand both the science and the law that goes behind environmental issues facing the earth today. ”



TIMOTHY MCDONALD
Student at Howard University

McDonald is a chemical engineering major. After graduation, he hopes to attend law school.

“ This scholarship gets me one step closer to my goal. As someone who hopes to inspire other women to pursue STEM (science, technology, engineering and math), this is an honor. ”



LATRUNDA SMITH
Student at Arizona State University

As a first-generation college student, Smith is majoring in information technology with a focus on cybersecurity and networking. After graduating in fall 2022, Smith will continue her studies as a graduate student, pursuing a doctorate in cybersecurity.

SUPPORTING OUR COMMUNITIES



GREATER LOUISVILLE INC. METRO CHAMBER OF COMMERCE

In 2021, we also continued our support of the GLI (Greater Louisville Inc., Metro Chamber of Commerce) Business Council to End Racism. Funding from The Papa John's Foundation supported the launch of GLI's Power to Prosper Minority Business Accelerator. The first cohort of 12 minority-owned businesses completed the rigorous 13 learning and networking sessions, which focused on financial access, business planning and scaling and growing sustainably. Participants also connected with some of the region's largest economic drivers and many have secured new contracts and investments since graduating in December 2021. The Business Council also introduced a series of CEO Roundtables in 2021, convening top CEOs and executives to discuss urgent diversity, equity and inclusion issues across corporations, including attracting and retaining Black and Brown talent.

Additionally, in 2021 Papa Johns sponsored GLI's Diversity, Equity & Inclusion Event Series to elevate the importance of DEI topics within business and highlight leading DEI efforts from local companies. Discussion topics included creating an inclusive workplace culture, best practices in supplier diversity and a look at how Louisville is healing after the senseless death of Breonna Taylor.



CELEBRATING JUNETEENTH

Papa Johns was the platinum sponsor of the City of Louisville's inaugural Juneteenth celebration, which commemorates the emancipation of enslaved people in the United States. The event raised awareness of the contributions and history of Black people in America and supported efforts of Black-owned businesses. It also included a weeklong day camp for kids ages 7-12. Kim Adams, Vice President of DE&I, Culture & Engagement at Papa Johns, served on the Mayor of Louisville's Juneteenth Jubilee Commission. [Watch a special video from Adams wishing Louisville residents a happy Juneteenth.](#)



SUPPORTING FRANCHISEE COMMUNITY EFFORTS

In 2021, we launched a grant program, The Papa John's Foundation for Building Community Fund, for franchisees to apply for grants of up to \$10,000 each on behalf of local community organizations working to address youth leadership and entrepreneurship, food security or food waste reduction.

In the Fund's first year, the Foundation
AWARDED NEARLY \$1M TO MORE THAN 100 ORGANIZATIONS BASED IN 40 U.S. CITIES.

GRANTEE SPOTLIGHT



Urban Ventures, provides 50+ students from one of Minneapolis' most under-resourced neighborhoods full-tuition scholarships to emerging community leaders who want to use their college education to make a positive impact on their campus and in their home community.



Community Tampa Bay's education program ANYTOWN® empowers youth to create more inclusive communities by bringing together a diverse group of 60 high school students per session to live, learn and socialize alongside each other throughout the week. The delegates may look, live and love differently, but throughout the ANYTOWN® experience, they learn the importance of cross-cultural interaction and dialogue.



The Greenwood Cultural Center in Tulsa, Oklahoma, is planting community gardens to increase access to fresh, nutritious foods and to teach local youth about agriculture, sustainability and food waste.



America's Second Harvest of Coastal Georgia is working with local farmers and restaurants to recover surplus food, divert waste from landfills and deliver food to tens of thousands of children, senior citizens, low-income families and people with disabilities.



Baltimore Hunger Project is working to eliminate the problem of weekend childhood hunger. It bridges the hunger gap by consistently providing weekend food packages to students identified as food insecure, in a compassionate and dignified manner, so kids can arrive at school on Monday ready to learn. *"Support from the community and collaboration with partners like Papa Johns make it possible for us to reach many in need right here in our own community,"* said Lynne B. Kahn, Founder & Executive Director

PIZZA WITH PURPOSE

For the second year in a row, Papa Johns hosted the “Pizza with a Purpose” campaign to raise funds to support The Papa John’s Foundation 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 more than \$3 million. To showcase the important work of our charitable partners, we featured BGCA, Baltimore Hunger Project and UNCF in the national advertising campaign. We invited customers to get involved by posting a selfie during National Pepperoni Pizza Day, which generated an additional \$10 donation from Papa Johns. Members of Papa Rewards®, our loyalty program, could convert their rewards into a contribution to The Papa John’s Foundation as well.

PAPA JOHNS VOLUNTEERS

Papa Johns offers all corporate hub salaried team members eight hours paid time off per year for volunteering activities. During our 2021 Day of Service, hundreds of corporate and franchise team members participated in 13 activities across five cities: Louisville, Atlanta, Los Angeles, New York and Dallas. Teams volunteered with organizations supported by The Papa John’s Foundation, including helping local Boys & Girls Clubs prepare for the new school year, sorting donations at local food banks and packing emergency food boxes for those in need. We also awarded grants to each partner organization, totaling \$25,000.

DISASTER RELIEF

In the wake of natural disasters, Papa Johns steps up to help impacted communities — whether through providing meals or donating funds.

One way we provide support is through our mobile kitchen, which we deploy to hard-hit areas to help feed first responders and victims of disasters. In December 2021, Papa Johns team members were on the ground in Western Kentucky just days after unprecedented tornadoes hit the area. Over the course of two weeks, we served more than 30,000 pizzas to community residents. In addition, we donated a total of \$75,000 to the American Red Cross, Feeding America — Kentucky’s Heartland and the LEE (Let’s Empower Employment) Initiative to address immediate needs and support long-term recovery efforts.

We also supported relief efforts during severe winter storms in Texas in 2021. Papa Johns restaurant teams throughout Dallas and Austin provided hundreds of pizzas to local schools, families, first responders and stranded truck drivers affected by the storms.

OUR GIVING IN 2021	
National partnerships	\$1,400,000
Papa John's Foundation for Building Community Fund	\$985,000
Franchisee Grant Program	
Corporate hub community contributions	\$115,000
Disaster relief	\$75,000
Team member & franchisee relief funds	\$100,000
TOTAL	\$2,675,000

PAPAJOHNS®

papajohns.com