

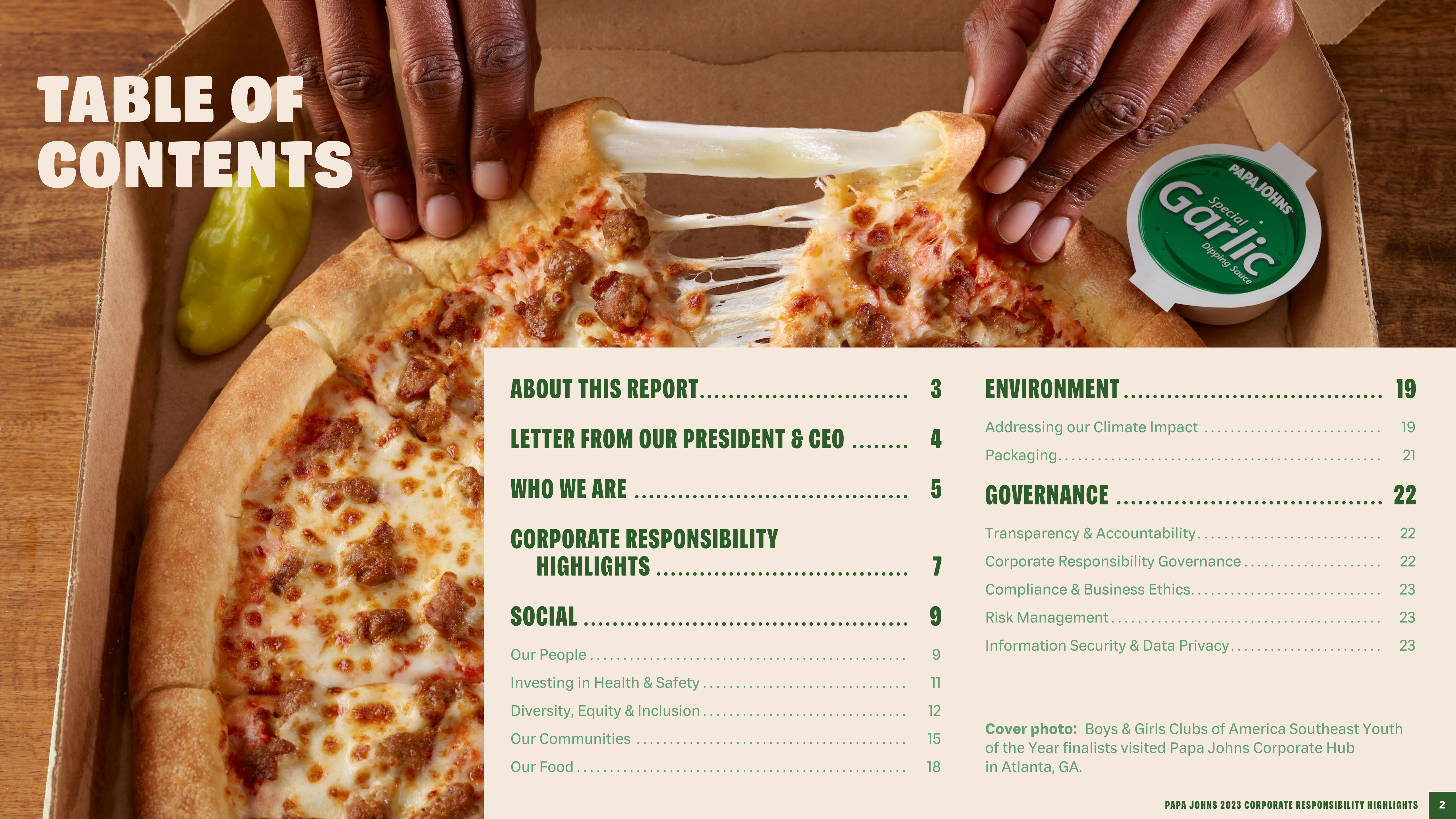


**PAPA<sup>®</sup>  
JOHNS**

**2023 CORPORATE  
RESPONSIBILITY  
HIGHLIGHTS**



# TABLE OF CONTENTS



<b>ABOUT THIS REPORT.....</b>	<b>3</b>	<b>ENVIRONMENT .....</b>	<b>19</b>
<b>LETTER FROM OUR PRESIDENT &amp; CEO .....</b>	<b>4</b>	Addressing our Climate Impact .....	19
<b>WHO WE ARE .....</b>	<b>5</b>	Packaging.....	21
<b>CORPORATE RESPONSIBILITY HIGHLIGHTS .....</b>	<b>7</b>	<b>GOVERNANCE .....</b>	<b>22</b>
<b>SOCIAL .....</b>	<b>9</b>	Transparency & Accountability.....	22
Our People .....	9	Corporate Responsibility Governance .....	22
Investing in Health & Safety .....	11	Compliance & Business Ethics.....	23
Diversity, Equity & Inclusion .....	12	Risk Management .....	23
Our Communities .....	15	Information Security & Data Privacy.....	23
Our Food .....	18		
		<b>Cover photo:</b> Boys & Girls Clubs of America Southeast Youth of the Year finalists visited Papa John's Corporate Hub in Atlanta, GA.	





# ABOUT THIS REPORT

This 2023 Corporate Responsibility Highlights report provides a high-level overview of how Papa John's International, Inc. ("Papa Johns") operates and manages its corporate responsibility priorities and other issues material to our business and stakeholders. To demonstrate our commitment to transparency, Papa Johns discloses data aligned with the [Global Reporting Initiative \(GRI\)](#) and the [Sustainable Accounting Standards Board \(SASB\)](#).

This report includes highlights, while more in-depth information can be found in our [annual report](#) and [Proxy Statement](#). The data in this report, unless otherwise indicated, covers our U.S. corporate-owned or managed restaurants, Hubs and Quality Control Centers (QCC), and does not include franchises, during the fiscal year ending December 31, 2023. Our quantitative data and reporting process for the 2023 safety and workplace demographic data sets was internally reviewed and assured by our Internal Audit team.

We value feedback from our stakeholders and welcome you to send comments or questions to [corporate\\_responsibility@papajohns.com](mailto:corporate_responsibility@papajohns.com).

**OUR STRATEGY AND REPORTING ARE INFORMED BY THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs), A FRAMEWORK THAT GUIDES STAKEHOLDER EFFORTS TO ADDRESS THE WORLD'S MOST PRESSING NEEDS. LEARN MORE ABOUT HOW WE ARE EXTENDING OUR IMPACT BEYOND OUR RESTAURANT DOORS IN ALIGNMENT WITH THE UN SDGs [HERE](#).**

	<p><b>2</b> ZERO HUNGER</p> 	<p><b>5</b> GENDER EQUALITY</p> 
<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p><b>17</b> PARTNERSHIPS FOR THE GOALS</p> 







# LETTER FROM OUR INTERIM CHIEF EXECUTIVE OFFICER & CHIEF FINANCIAL OFFICER

Without question, 2023 brought continued challenges for our industry and for communities around the world. Through it all, Papa Johns team members, franchisees, and partners rallied around our purpose of delivering better.

Staying true to our core values as we navigate a dynamic global environment enabled us to create positive impact for our customers and communities we serve every day.

We continued to foster a culture of belonging that puts **People First**. I'm proud that these efforts earned Papa Johns recognition on Forbes' 2023 list of World's Best Employers for the second consecutive year. 2023 marked the fifth anniversary of Dough & Degrees, our fully funded tuition program. To date, 110 team members have earned a college degree, high school diploma or educational certificate.

We've also made significant progress toward our goal to donate 10 million meals to those in need by 2027, donating more than 4.5 million meals to date through our Harvest Program, grants, in-kind donations and the Papa Johns Foundation's Building Community Fund.

Building on our commitment to diversity, equity and inclusion and creating a culture where **Everyone Belongs**, we developed a three-year roadmap to facilitate better connectedness for all team members. We introduced new strategic partnerships with Catalyst, Executive Leadership Council and Prosper Forum to advance this work.

In line with our core value to **Do the Right Thing**, we awarded \$1.4 million to 270 organizations through the Papa Johns Foundation's Building Community Fund, with nearly \$4 million invested in local communities since launching in 2021.

This commitment also extends to our responsibility to address our environmental impacts. In 2023, we expanded electrification capabilities and route optimization efforts across our distribution fleet, and began a climate action planning process, including measuring and reporting our Scope 3 greenhouse gas emissions.

At the same time, we continue to meet the ever-changing preferences and needs of our customers. We **Innovate to Win** by introducing

craveable menu items such as the Doritos® Cool Ranch® Papadia, Garlic Epic Stuffed Crust and a new dessert platform with Oreo® Cookie Papa Bites and Twix® Papa Bites.

An important part of building a culture of belonging is to **Have Fun**. Our Inclusion Resource Groups (IRGs) host events throughout the year to enhance the team member experience and create meaningful connections across teams and regions. From volunteer projects and professional development opportunities to conversations that promote dialogue and allyship, Papa Johns IRGs create ways for team members to have fun and learn from each other.

We have made important strides, and I am proud of what we've accomplished so far; but we know this work is never done. We will continue to deliver better for all our stakeholders as we build Papa Johns into the world's best pizza company.

Sincerely,

**Ravi Thanawala**  
Interim CEO & CFO



**“This focus on staying true to our core values as we navigate a dynamic global environment enabled us to create positive impact for our customers and communities we serve every day.”**





# WHO WE ARE

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

## Papa Johns is driven by five strategic priorities

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

## Our company is built on our promise

Better Ingredients. Better Pizza.®

## We are guided by our corporate values

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



## COMPANY OVERVIEW

	2023	2022	2021
<b>TOTAL GLOBAL OPERATIONS</b>	5,921	5,719	5,663
Corporate-owned restaurants	649	522	600
Franchise restaurants	5,259	5,184	5,050
Corporate-owned quality control centers	13	13	13
<b>TOTAL NORTH AMERICA OPERATIONS</b>	3,445	3,388	3,351
Corporate-owned restaurants	531	522	600
Franchise restaurants	2,902	2,854	2,739
Corporate-owned quality control centers	12	12	12
<b>TOTAL INTERNATIONAL OPERATIONS</b>	2,476	2,331	2,312
Corporate-owned restaurants	118	0	0
Franchise restaurants	2,357	2,330	2,311
Corporate-owned quality control centers	1	1	1
<b>TOTAL U.S. CORPORATE TEAM MEMBERS</b>	12,000	12,100	14,000
Restaurant team members	9,400	9,600	11,500
Restaurant management team members	700	700	700
Corporate team members	700	700	700
Quality Control Center team members	1,200	1,100	1,100
<b>TOTAL REVENUE</b>	\$2.1B	\$2.1B	\$2.1B
<b>NUMBER OF COUNTRIES AND TERRITORIES WITH PAPA JOHNS RESTAURANTS</b>	50	48	50





# OUR VALUE CHAIN

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

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

## FARMERS

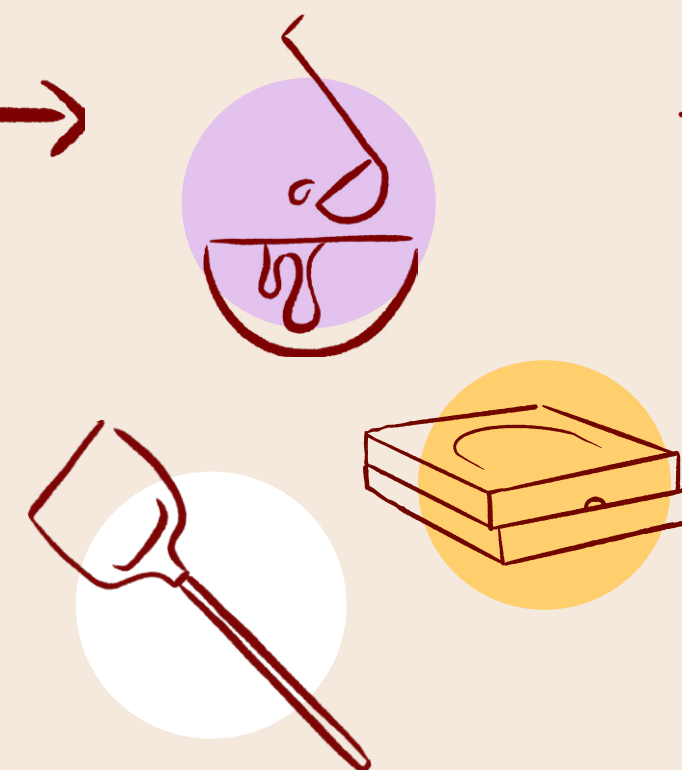
For many of our ingredients, the supply chain begins on the farm. Papa Johns suppliers work with farmers to ensure the produce, cheese and meat toppings for our menu items meet our quality standards.



In 2023, we purchased 34 million green peppers and 150 million pounds of flour.

## SUPPLIERS

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



In 2023, we sourced 104 million pounds of cheese and 89 million pounds of pizza sauce.

## QUALITY CONTROL CENTERS (QCCs)

Ingredients and packaging are delivered to our 12 QCCs, where we make our fresh, original dough each day.

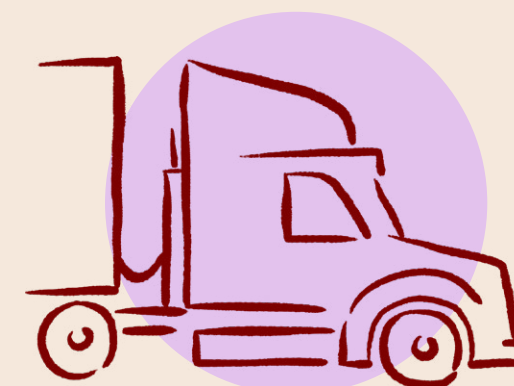


QCCs undergo annual food safety and quality audits to ensure compliance with our global food safety standards.

We deliver 4.6 million dough balls to our restaurants each week.

## FLEET

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



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

## RESTAURANTS

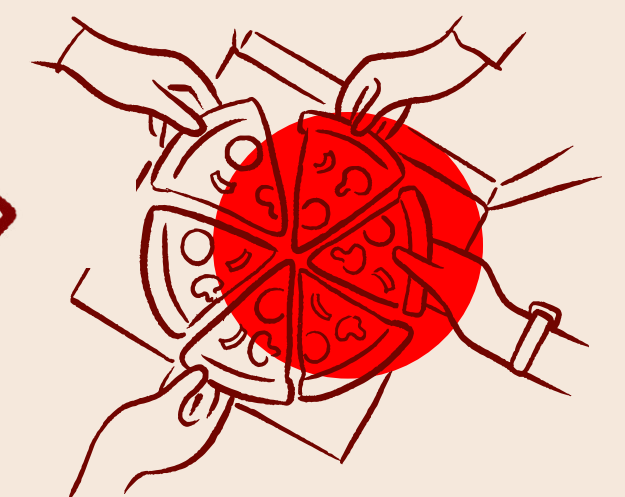
Team members make and bake our pizzas and other menu items.



There are more than 5,900 restaurants across 50 countries and territories (over 89% franchised globally).

## CUSTOMERS

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



85% of our orders are made through digital channels.





# 2023 CORPORATE RESPONSIBILITY HIGHLIGHTS



# 300+

ORGANIZATIONS SUPPORTED THROUGH THE PAPA JOHNS FOUNDATION

EXPANDED ENVIRONMENTAL DISCLOSURES, INCLUDING SCOPE 1, 2 & 3 EMISSIONS

REACHED 4.5 MILLION MEALS TOWARD OUR GOAL OF DONATING 10M MEALS TO THOSE IN NEED BY 2027

# \$37+ M

INVESTED WITH DIVERSE AND SMALL BUSINESS SUPPLIERS

\$1.4 MILLION INVESTED IN LOCAL COMMUNITIES IN PARTNERSHIP WITH FRANCHISEES

# 380,315

POUNDS OF WASTE DIVERTED FROM LANDFILLS BY REUSING AND RECYCLING MORE THAN 126,000 DOUGH TRAYS

# \$87K

IN FINANCIAL ASSISTANCE PROVIDED TO MORE THAN 90 TEAM MEMBERS THROUGH THE PAPA JOHNS TEAM MEMBER EMERGENCY RELIEF FUND

ALIGNED REPORTING WITH GRI AND SASB FRAMEWORKS

DONATED \$1M TO SUPPORT BOYS & GIRLS CLUBS OF AMERICA'S YOUTH LEADERSHIP AND COMMUNITY SERVICE PROGRAMS

ALL QCCS EQUIPPED WITH ELECTRIFICATION TECHNOLOGY TO REFRIGERATE DELIVERY TRUCKS DURING LOADING





# OUR CORPORATE RESPONSIBILITY STRATEGY

Our Corporate Responsibility (CR) strategy is focused on fostering a diverse and inclusive culture, offering high-quality pizza using simple ingredients and reducing our environmental impact. These strategic CR priorities were informed by our most recent materiality assessment, which identified and evaluated the corporate responsibility issues most important to key stakeholders and our business.

In 2023, we updated our materiality process and will conduct our next assessment in 2024. We engage with key stakeholders—team members, franchise owners, customers, suppliers, investors and communities—on an ongoing basis to gather input on critical issues impacting our business and society. Learn more about our stakeholder engagement and materiality assessment process [here](#).



## 2023 AWARDS & RECOGNITION

**Forbes World's Best Employers:** 2nd consecutive year

**Forbes Best Employers for Diversity:** 3rd consecutive year, ranked 3rd among all restaurant brands

**Fortune's America's Best Innovative Companies:** Ranked 1st among pizza companies and 2nd among companies in the Hotels, Restaurants & Leisure sector

**Newsweek's America's Greatest Workplaces for:**  
**Diversity**  
**Women**  
**LGBTQ+**  
**Job Starters**



## STRATEGIC PARTNERSHIPS & MEMBERSHIP ORGANIZATIONS

- American Pizza Community
- Asia Outreach Roundtable
- Catalyst\*
- CEO Action for Diversity & Inclusion™
- Cobb County Chamber of Commerce
- Executive Leadership Council\*
- Georgia Minority Supplier Development Council
- Greater Louisville, Inc.
- Greater Women's Business Council
- Hispanic Association on Corporate Responsibility
- International Franchise Association
- International Poultry Welfare Alliance (IPWA)\*
- The King Center
- Metro Atlanta Chamber of Commerce
- National Association of Asian American Professionals
- National Black MBA Conference
- National Minority Supplier Development Council
- National Restaurant Association
- National Retail Federation
- National Society of Black Engineers
- Prosper Forum\*
- U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE)\*
- Women's Business Enterprise National Council
- Women in Technology
- Women in Trucking

\* New memberships as of 2023





# SOCIAL

## OUR PEOPLE

We believe in investing in our team members today, to help them become the Papa Johns leaders of tomorrow. We put **People First** by creating quality training, learning and development programs that give our team members the tools they need to thrive. We work to attract top talent by fostering a culture that is welcoming, open and reflective of the diversity of our communities and the customers we serve.

## Learning & Development

Our education programs help our team members develop professionally, while giving us a competitive edge with a workforce that is constantly learning new skill sets for their roles at Papa Johns. We offer professional development plans, internships and co-ops, leadership workshops, an extensive catalog

of e-Learning courses, promotion from within, internal training programs and tuition reimbursement.

## DOUGH & DEGREES

2023 marks the fifth year of our fully funded tuition program—Dough & Degrees—through which corporate team members can attend college and earn their degree at zero cost. Papa Johns covers tuition, books and fees up front so there is no out-of-pocket expense. Team members can earn a variety of degrees—from Associates to Masters, receive their high school diploma, earn college credit for on-the-job training, take professional certificate courses in business-relevant areas and gain access to academic advising and guidance from learning experts.

To date, 600 team members have accessed Dough & Degrees and 110 have earned a college degree, high school diploma or continuing professional education certificate. 78% of graduates remain employed with Papa Johns, developing their careers and moving into upskilled roles. Corporate Team members who average ten or more hours per week and are employed for at least two months at any Papa Johns owned restaurant, Quality Control Center or corporate campus are eligible. Beginning in 2024, Papa Johns franchisees can elect to offer Dough & Degrees to their team members.

## DOUGH & DEGREES PARTICIPANT SPOTLIGHT



**Dazhiana Martin,**  
**Shift Leader—Norcross, GA**  
is pursuing her high school diploma.

“I left high school my senior year, and it’s been several years since I’ve pursued education. Dough & Degrees provides me the ability to earn my high school diploma with a concentration in Financial Accounting. I have an academic coach who helps guide me, providing encouragement and support when I need it. As a mother of three young children, it’s important to me to set a good example for my children. Completing my education will help me grow in my career at Papa Johns.”



**Thomas Johns,**  
**QCC-AZ Production Manager—Gilbert, AZ**  
earned his associate degree in business administration.

“Dough & Degrees and its online partners enabled me to achieve an educational milestone that I had given up on due to time and cost restraints. The knowledge, experience and sense of achievement has positively influenced both my work and personal life.”

**IN 2023, PARTICIPATION IN OUR PIZZA PULSE TEAM MEMBER ENGAGEMENT SURVEY IMPROVED TO 68%.**





# Recruiting Diverse Talent

Our recruitment strategy is driven by our priority to diversify our candidate pool for all manager-level employees and above. We do this through targeted training, direct engagement, strategic partnerships and a summer internship program in partnership with UNCF (United Negro College Fund). Our recruiters must participate in anti-bias training to better understand unconscious biases that may be impacting the recruiting process and how to proactively address them.

We also sponsor and attend career fairs, scholarship programs, university and professional organization events that help us to connect with diverse talent in their own communities. In 2023, Papa Johns leadership attended and spoke at the inaugural Prosper Forum, which brings together diverse leaders in the foodservice and hospitality industry to empower and promote a more diverse pipeline of leaders in the industry.

In addition, the Papa Johns Foundation sponsored Boys & Girls Clubs of America's National Keystone Conference, which engaged more than 900 teens in the organization's largest teen gathering of top leaders and advocates across the nation. A group of our team members attended the conference's College and Career Expo to introduce these emerging leaders to career opportunities at Papa Johns.

To further advance our diverse recruitment efforts, we maintain strategic partnerships with organizations such as the National Black MBA Association, Asian Outreach Roundtable, Women in Trucking, Women in Technology, and the Hispanic Association for Corporate Responsibility.

## PAPA JOHNS & UNCF RISE INTERNSHIP PROGRAM

To connect Papa Johns to future leaders with diverse lived experiences, we partnered with UNCF for a second year to host the RISE (Recruiting Interns to Succeed and Excel) Internship Program.

This 10-week initiative gives juniors and seniors at Historically Black Colleges and Universities (HBCUs) the chance to learn about different career pathways at Papa Johns during the summer. RISE interns add significant value to Papa Johns through a capstone project where they innovate solutions to real business challenges and present key learnings that offer fresh insights.

## 2023 RISE INTERNS



**Amya Johnson,**  
Tuskegee University

"My internship experience allowed me the opportunity to work on a Quality Assurance team full of brilliant food scientists with exceptional knowledge in the food industry. Because of them, I have gained so much knowledge that I will take with me into my future career in food science. I am beyond grateful for my experience."



**Egypt Henry,**  
Fayetteville State University

"My experience allowed me to work in various departments within the People Experience team, such as DEI, Organizational Learning, and Human Resources. I've learned about the inner workings of each team and their impact on the employee experience. With opportunities ranging from planning signature events to reassessing the onboarding process, I have learned so much!"





# INVESTING IN HEALTH & SAFETY

Promoting and maintaining a safe and healthy work environment is a top priority at Papa Johns. Our Vice President of Global Safety & Security has oversight of the program and provides regular reports to senior leadership.

We continue to invest in training and technology to ensure the safety of our people in our QCC and Corporate Hubs, in our restaurants and on the road. All Papa Johns team members receive annual safety training based on the requirements of their roles.

Our QCCs, restaurant operations and corporate-owned restaurants undergo annual safety audits and random observations by regional safety managers and field safety coordinators.

For our commercial fleet, we've implemented on-road safety systems to prevent collisions, and both commercial tractor-trailer and restaurant delivery drivers must undergo screening upon hire and driver safety training.

All corporate-owned restaurants have a cloud-based security system for centralized security monitoring, and all team members receive training at the time of hire that focuses on security topics in and around the restaurant.

The Security & Loss Prevention teams oversee loss prevention and security initiatives, which support both store and QCC operations in managing the level of security risks within the workplace and putting preventative security measures in place to avoid losses.

## 2023 TEAM MEMBER SAFETY\*

Reduction in OSHA recordable injuries since 2014:	<b>37%</b>
Reduction in Total Recordable Injury Rate since 2014:	<b>44%</b>
Reduction in Lost workdays from injuries since 2014:	<b>88%</b>
Reduction in Lost Time Case Rate since 2014	<b>68%</b>

\* Data reflects QCCs only

## BENEFITS SNAPSHOT

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.



# DIVERSITY, EQUITY & INCLUSION

At Papa Johns, we strive to be an organization that enables people to reach their full potential, where **Everyone Belongs**, innovation thrives, and views, beliefs and values are integrated into our day-to-day business activities. Our diversity, equity and inclusion (DEI) strategy aims to build a culture of leaders who believe in inclusivity, diversity and winning.

In 2023, we evolved our DEI strategy to further enhance the overall employee experience and facilitate connectedness and belonging. This strategy builds on the strong foundation of our DEI efforts and initiatives developed in recent years and will focus on ensuring that DEI is owned by all employees and teams, increasing transparency and accountability, and building trust and psychological safety in the workplace. As part of this transition, we are introducing three new DEI strategic objectives:

- **Culture:** A safe, inclusive environment where all dimensions of diversity are valued and team members experience belonging, feel invited to bring their unique flavor to Papa Johns and are inspired to win together.
- **Talent:** A workforce representative of our customers and communities with inclusive and equitable recruiting, talent practices and leadership development opportunities.
- **Marketplace:** An inclusive, customer-first experience where all dimensions of diversity are valued and where equitable and thriving communities are sustained through mutually beneficial partnerships and initiatives.

We plan to deliver on these objectives by following a three-year strategic roadmap that holds our leaders, managers and team members accountable to shared goals and metrics. Our DEI strategy is overseen by the Corporate Governance and Nominating Committee (CGN) of the Board of Directors, which receives regular progress updates from our Executive Leadership Team.

In 2023, we established two new strategic partnerships to accelerate our DEI efforts. First, becoming a member of Catalyst, an organization focused on advancing progress of women in the workplace, and second, supporting the Executive Leadership Council, a group of former and current Black CEOs and senior executives working to build an inclusive leadership pipeline. In January 2024, we plan to launch a Culture Board, which will be a team member nominated and led cross-functional working group that provides a voice on how we shape our culture and drives action on engagement and belonging initiatives.



**“DIVERSITY MAKES US A BETTER ORGANIZATION BY FOSTERING NEW IDEAS, INNOVATING NEW PRODUCTS AND HELPING US BETTER UNDERSTAND OUR CUSTOMERS’ EVOLVING PREFERENCES.”**

**Candace Barnes**  
VP, Global Head of Diversity, Talent & Culture





## WORKFORCE REPRESENTATION

LEADERSHIP	2023	2022	2021
<b>Board of Directors</b>			
Women	30%	50%	44%
BIPOC	30%	25%	22%
<b>Executive Leadership Team*</b>			
Women	30%	44%	33%
BIPOC	30%	22%	22%
<b>Leadership (VP+)</b>			
Women	35%	33%	30%
BIPOC	24%	17%	23%
<b>Leadership (Dir+)</b>			
Women	30%	29%	28%
BIPOC	20%	16%	17%
<b>Restaurant Leadership</b>			
Women	28%	21%	20%
BIPOC	23%	13%	15%
<b>SC/PJFS Leadership</b>			
Women	18%	9%	0%
BIPOC	18%	18%	9%

\* 2023 Executive Leadership Team reflects data as of 2/10/2024

\*\* Based on employee self-identification

TOTAL WORKFORCE	2023	2022	2021
<b>All Team Members</b>			
Women	31%	31%	31%
BIPOC	40%	38%	35%
<b>All Restaurant Team Members</b>			
Women	33%	33%	32%
BIPOC	39%	38%	34%
<b>All SC/PJFS Team Members</b>			
Women	9%	10%	11%
BIPOC	55%	54%	52%
<b>AGE</b>			
Under 30	57%	58%	59%
30-50	31%	30%	29%
50+	12%	12%	12%
<b>Veteran status (yes)**</b>	3%	4%	5%
<b>Disability status (yes)**</b>	3%	7%	7%

## OUR INCLUSION RESOURCE GROUPS

Our Inclusion Resource Groups (IRGs) are team member led affinity groups that foster meaningful connections through professional development support, mentorship, community outreach and volunteerism. IRGs illustrate our efforts to build an inclusive culture by promoting diverse voices and creating shared learning opportunities among colleagues. Learn more about our IRGs [here](#).







# CELEBRATING OUR UNIQUE FLAVORS



**Women's History Month:** Through a Women Who Inspire Series, we highlighted the stories of women leaders at Papa Johns who inspire team members to reach their full potential. Bailey Dodson, Restaurant General Manager, notes, "This is still a male-dominated industry, but I am seeing a change over the last couple of years where more women are being promoted into management. To continue to promote inclusion and gender equality, we should hire based on ability and a proven track record."



**Black History Month:** Flavor B.E.A.T. IRG hosted a fireside chat featuring franchisee Joe Johnson to discuss increasing Black representation in franchising and building diverse and inclusive cultures.



**Asian Pacific Islander Heritage Month:** Flavor A.C.E. IRG hosted a signature event to celebrate API cultures with unique foods and discussions on how to get involved with the local API community.



**Pride Month:** Flavor Pride IRG hosted several events, including participation in Pride parades and festivals in Atlanta, Louisville and Nashville, an ally demonstration day, and volunteer opportunities to support LGBTQ+ youth experiencing homelessness. Papa Johns also donated a portion of the proceeds from a limited-edition Pride Month t-shirt to The Trevor Project, the world's largest suicide prevention and crisis intervention organization for LGBTQ+ youth.



**Hispanic Heritage Month:** Flavor Juntos IRG hosted a virtual Business Roundtable facilitated by Elias Reyna, Chief People and Diversity Officer. Hispanic and Latino team members shared how Papa Johns empowers them to bring their culture to work, then team members enjoyed food from local Hispanic/Latino restaurants and Street Corn Pizza and Chorizo Rancheros Pizza crafted by our culinary team.





## SUPPLIER DIVERSITY

Supplier diversity increases innovation at Papa Johns and gives us access to new markets, while making a positive socioeconomic impact on our diverse and small business suppliers and their communities. Our Supplier Diversity Program is open to vendor partners aligned with our core value of **Everyone Belongs**.

We have expanded our supplier base to include spending with minority-owned, women-owned, LGBT-owned, veteran-owned and small businesses and define a diverse supplier as a business that is at least 51% owned, operated, managed, and controlled by an individual in any of these groups. In 2023, we invested more than \$37 million with diverse and small business suppliers across our value chain.

### Supplier Diversity Partnerships

- The National Minority Supplier Development Council
- Women’s Business Enterprise National Council
- Greater Women’s Business Council
- National Gay & Lesbian Chamber of Commerce

## 2023 FOUNDATION IMPACT BY THE NUMBERS

**300+** NONPROFIT ORGANIZATIONS SUPPORTED

# OUR COMMUNITIES

## Foundation Direct Giving

As part of our commitment to Do The Right Thing, we are delivering better for our communities through the Papa Johns Foundation for Building Community. In partnership with Papa Johns, the Foundation focuses on three core areas of impact: Youth Leadership & Entrepreneurship, Food Security and Food Waste Reduction. Learn more about the Papa Johns Foundation [here](#).

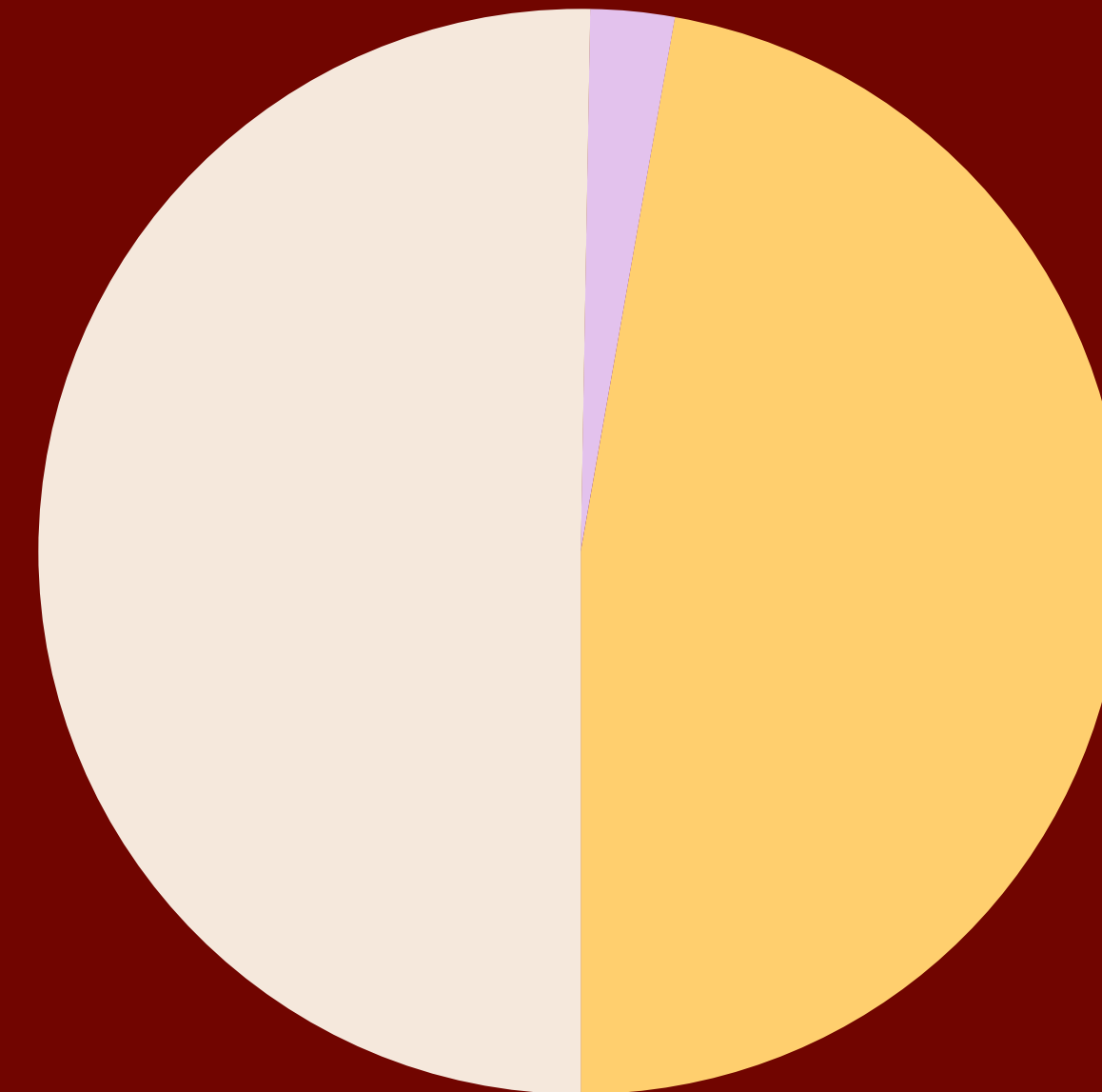
### THE PAPA JOHNS FOUNDATION'S GIVING IN 2023

**\$2,742,000**  
TOTAL

**\$1,380,100**  
THE PAPA JOHNS FOUNDATION BUILDING COMMUNITY FUND

**\$70,000**  
DISASTER & EMERGENCY RELIEF

**\$1,292,000**  
NATIONAL & CORPORATE HUB PARTNERSHIPS







## BOYS & GIRLS CLUBS OF AMERICA PARTNERSHIP

Since 2019, the Papa Johns Foundation has invested more than \$4.5 million to support Boys & Girls Clubs of America (BGCA) youth leadership programs. In 2023, the Foundation supported:

- BGCA's annual Keystone Conference, including the Day of Service, which enabled 450 teens to participate in community service projects across Dallas, including with Food for Good, Children's Hospital of Dallas, The Birthday Card Project and Go-Baby-Go – Cerebral Palsy Foundation.
- Microgrants to fund Keystone Club community service projects created by Club teens. Fifty Clubs each received \$1,500 to implement projects focused on the theme of Racial Equity. For example, Boys & Girls Clubs of Lower Bergen County in Lodi, New Jersey, is using the grant to collaborate with teachers in creating a series of interactive learning sessions about civil rights history in the U.S. Teens will present the content to younger Club members to bridge the age gap and drive conversations about social injustice and inequalities.
- A "Franchisee for a Day" event with Club members from Boys & Girls Clubs of Metro Atlanta, meant to inspire entrepreneurship among teens. The event was hosted by franchisee and Papa Johns Foundation board member Joe Johnson, who gave teens a tour of a local restaurant and shared his entrepreneurial journey.

## 10 MILLION MEALS BY 2027

We continue to advance our goal to donate 10 million meals to those in need by 2027, with more than 4.5 million meals donated to-date. This goal is supported by four strategic initiatives:

- The Papa Johns Harvest Program, a partnership with Food Donation Connection, which coordinates surplus food donations from Papa Johns restaurants. (see [page 21](#) for additional details)
- Grants to national and local nonprofit organizations addressing hunger and food insecurity
- The Papa Johns Foundation's Building Community Fund, which supports local nonprofit organizations in franchisee communities
- In-kind pizza donations

During Hunger Action Month in September, team members and franchisees got involved through educational events, fundraising and volunteer opportunities, contributing 100,000 more meals during the month.

**Fundraising:** Team members raised funds for Dare to Care, a Louisville-based food bank, and Atlanta Community Food Bank (ACFB) through matching gift campaigns.

**Volunteering:** Louisville Corporate Hub team members volunteered at Dare to Care's Food Fight Day of Service, prepping produce and freezer meals, while Atlanta Corporate Hub team members volunteered with ACFB's Community Food Center and with the Atlanta Hawks Million Meal Pack.

**Learning about Food Insecurity:** Team members participated in a virtual hunger simulation, hosted by Atlanta Community Food Bank, to learn how hunger affects our communities and the difficult choices people struggling with food insecurity must make every day.







## PAPA JOHNS WEEK OF SERVICE

We encourage team members to volunteer and give back throughout the year and during our dedicated Week of Service. In 2023, franchisees and team members across our Corporate Hubs, QCCs and restaurants volunteered to help fight food insecurity in our communities, contributing approximately 50,000 more meals to our 10 million meal goal. Team members volunteered in several projects across Louisville and Atlanta, including preparing and packaging meal kits with Hands on Atlanta for local schools and helping Boys & Girls Club members with art and STEM projects.

**ALL SALARIED CORPORATE HUB TEAM MEMBERS RECEIVE EIGHT HOURS PAID TIME OFF PER YEAR FOR VOLUNTEER ACTION.**

## Building Community Fund

Through the Papa Johns Foundation’s Building Community Fund, we collaborate with franchisees to support nonprofit organizations in local communities. Franchisees nominate organizations aligned with the Foundation’s focus areas to receive grants of up to \$10,000. In 2023, the Fund awarded \$1.4 million to 270 local organizations, who will use these grants to support programs focused on youth leadership and food insecurity. The Papa Johns Foundation has invested nearly \$4 million in local franchise communities since launching the Building Community Fund in 2021.

## GLOBAL EXPANSION OF SHAQ-A-RONI

In 2023, we brought back the Shaq-A-Roni pizza in partnership with Papa Johns franchisee Shaquille O’Neal. For each Shaq-A-Roni pizza sold during the two-month campaign, we donated \$1 to the Papa Johns Foundation, raising more than \$3.3 million, and more than \$12 million since introducing the Shaq-a-Roni in 2020. During the campaign, Papa Johns and Shaq teamed up to give young entrepreneurs the opportunity to pitch their business or community improvement ideas to Shaq himself for the chance to win a \$5,000 grant to kickstart their dream.

2023 also marked the first global expansion of Shaq-a-Roni, introducing the product in 20+ international markets. For each Shaq-a-Roni sold in these markets, Papa Johns donated a \$1 USD equivalent to international charities focused on youth empowerment and food insecurity, such as Junior Achievement Worldwide, Global Changemakers and Second Harvest in Canada.

## RESPONDING TO DISASTERS AND EMERGENCIES

At Papa Johns, we make it a priority to be there for our communities and team members when disaster strikes. In 2023, the Foundation made a financial contribution to support World Central Kitchen’s humanitarian efforts following the earthquake in Syria and Turkey, and in response to the onset of the conflict in the Middle East. We also offer financial assistance to eligible team members facing emergency, injury, illness or natural disaster through our team member Emergency Relief Fund (the Papa Fund). This Fund is supported by team member donations and fundraising campaigns, and since 2000, has provided more

than \$2 million to nearly 2,800 team members. The Papa Johns Franchise Relief Fund provides similar assistance to franchise team members in need and has donated more than \$800,000 since 2005.







# OUR FOOD

## Ensuring Food Quality & Safety

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

A strong Quality Assurance (QA) team ensures customer safety as well as the quality of our ingredients. Papa Johns requires all global suppliers to undergo a food safety audit conducted by an independent certified third party. For select ingredient suppliers, we conduct an additional annual quality systems audit and provide feedback through our supplier scorecard. We conducted quality audits for approximately 70% of these suppliers. In the UK, we work closely with our Primary Enforcement Authority to ensure that our food safety systems and legal declarations are compliant with legislation.

**IN 2023, WE HAD NO MATERIAL PRODUCT RECALLS OR FOODBORNE ILLNESS OUTBREAKS.**

## Innovating to Meet Evolving Customer Preferences

Papa Johns is dedicated to bringing better to our customers through high-quality pizza with authentic, clean ingredients. Our original dough is always fresh, never frozen and made with six simple ingredients: flour, water, sugar, oil, salt and yeast. We have removed artificial flavors, synthetic colors, preservatives such as BHA and BHT, flavor enhancer MSG, partially hydrogenated oils and high-fructose corn syrup from our menu.

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

We continue to innovate our menu items by offering a variety of options to meet customers' changing needs and preferences. In 2023, we:

- Partnered with PepsiCo Foodservice to launch the Doritos® Cool Ranch® Papadia
- Introduced Garlic Epic Stuffed Crust, which combines two fan favorites: Papa Johns Epic Stuffed Crust and Special Garlic Sauce
- Launched Crispy Parm Pizza, featuring Parmesan and Romano cheeses baked onto the bottom of the crust
- Introduced new boneless chicken wings, with chicken breast meat raised without antibiotics important to human medicine (NAIHM)
- Expanded our dessert platform by introducing Oreo® Cookie Papa Bites and Twix® Papa Bites

## ANIMAL WELFARE

Animal welfare is a critical part of our responsible sourcing strategy. We share a commitment with our suppliers to the fair treatment of animals and expect them to adhere to the highest commercial standards for animal welfare. Our [International Corporate Animal Welfare Policy](#) outlines our approach and commitment to animal welfare in North America and the UK.

We work with strategic partners to advance our animal welfare practices, and in 2023, became members of the International Poultry Welfare Alliance (IPWA) and the U.S. Roundtable for Sustainable Poultry & Eggs (US-RSPE). As of 2021, chicken used for our grilled chicken pizza toppings and boneless wings is sourced from supply chains that do not use antibiotics important to human medicine (NAIHM).

### Our Commitment to Cage-Free Eggs

We are committed to sourcing 100% of our eggs and egg ingredients for Papa Johns proprietary menu items from cage-free suppliers by 2030. As of 2023, 100% of eggs purchased in North America are from cage-free sources, while in the UK market, we have exclusively used cage-free eggs since 2018. Papa Johns actively engages with suppliers in regions with a limited supply or that lack a pathway to a commercially viable supply, to help increase the availability of eggs from cage-free sources.





# ENVIRONMENT

Papa Johns is committed to addressing the environmental issues most important to our business and stakeholders. Our environmental approach focuses on sustainable packaging and materials management, sustainable agriculture, food waste and greenhouse gas emissions, as outlined in our [Environmental & Climate Change Statement](#).

## ADDRESSING OUR CLIMATE IMPACT

We recognize that climate change is a significant global challenge, and we are preparing for the opportunities and risks a changing climate will have on the planet and society.

Building on our prior disclosure of Scope 1 & 2 greenhouse gas (GHG) emissions, in 2023 we engaged a third-party consulting partner to conduct the first assessment of our Scope 3 inventory (using 2022 data). Of the 15 Scope 3 categories included in the Greenhouse Gas Protocol, we evaluated the 10 categories most relevant for Papa Johns value chain.

Sourcing and production of ingredients is the main driver of Scope 3 footprint, followed by the direct emissions of franchises.\*

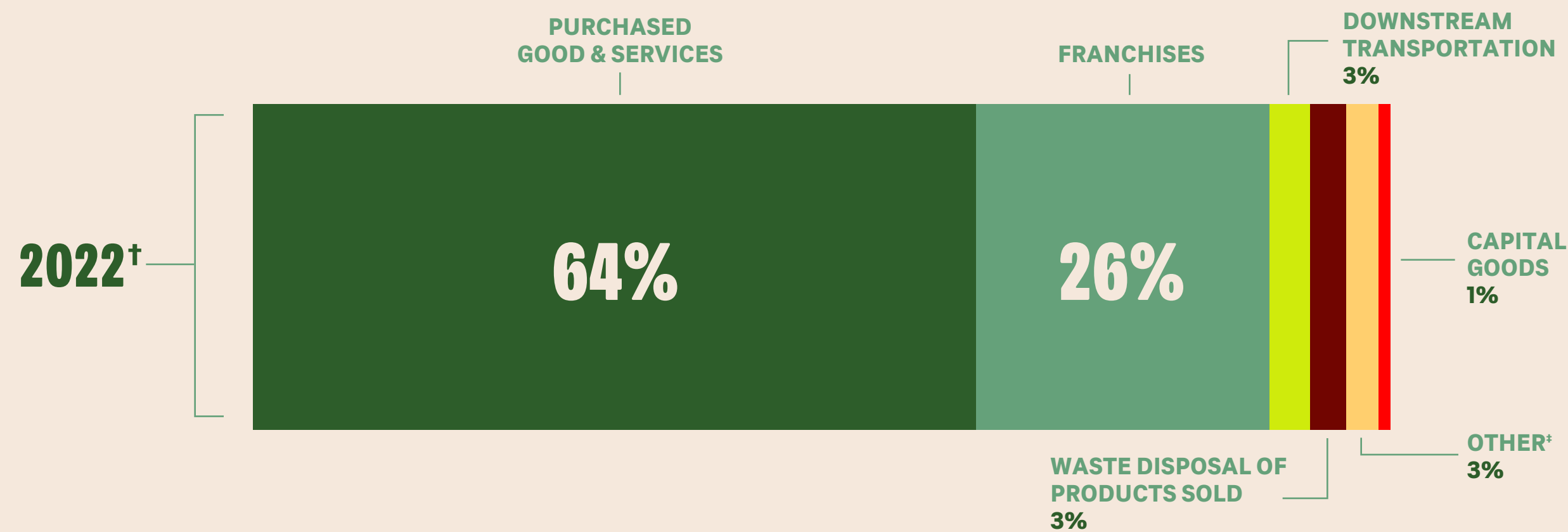
Measuring Scope 3 emissions is the first step of a broader climate action planning process, including evaluating targets for reducing emissions, which we expect to complete in 2024.

## GREENHOUSE GAS EMISSIONS FOOTPRINT

GHG BY SCOPE (METRIC TONS OF CO2eq)	2023	2022	2021
<b>SCOPE 1</b>	<b>52,106</b>	<b>52,696</b>	<b>55,775</b>
<b>Stationary Combustion</b>	<b>16,633</b>	<b>15,916</b>	<b>18,715</b>
Natural Gas	16,174	15,512	18,191
Propane	459	404	524
<b>Mobile Combustion</b>	<b>31,579</b>	<b>30,011</b>	<b>30,256</b>
Gasoline & Diesel	31,579	30,011	30,256
<b>Fugitive Emissions (refrigerants)</b>	<b>3,894</b>	<b>6,768</b>	<b>6,804</b>
<b>SCOPE 2</b>	<b>35,731</b>	<b>37,024*</b>	<b>41,462</b>
<b>Electricity</b>	<b>35,731</b>	<b>37,024</b>	<b>41,462</b>
<b>TOTAL SCOPE 1 &amp; 2</b>	<b>87,837</b>	<b>89,720</b>	<b>97,237</b>

\* 2022 Scope 2 emissions have been updated to reflect new emission factors in the EPA eGRID tool released on January 30, 2024, resulting in a slight decrease in total 2022 emissions.

## PAPA JOHNS SCOPE 3 GHG EMISSIONS\*\*



\* Scope 3 inventory excludes: Upstream leased assets, Processing of sold products, Use of sold products, Downstream leased assets and Investments

\*\* Emissions from forestry, land use change and agriculture represent 48% of Scope 3 footprint

† Scope 3 emissions total 1.91 Mt CO2e

‡ Includes Fuel & Energy Related Activities, Upstream Transportation, Waste Generated, Business Travel & Commuting







## Energy Efficiency

Efforts to mitigate our environmental footprint are focused on improving efficiencies and reducing energy use across our operations.

Our Energy Management System (EMS) enables us to monitor, control and optimize electricity generation and transmission across our restaurants, QCCs and Corporate Hubs. In 2023, we continued testing innovative Powerhouse Dynamics EMS technology that allows us to monitor energy use in certain restaurants and gather critical data to understand the most significant users of energy. This data will help identify opportunities to conserve power and inform decisions on prioritizing equipment upgrades to improve the energy efficiency of our restaurants.

## Optimizing Our Fleet

We also aim to optimize our transportation and logistics operations, which improves energy efficiency and reduces fuel consumption and associated emissions, including:

- Using routing technology to ensure the most efficient routes for the twice-weekly deliveries to our restaurants and reduce driving time and the number of trucks on the road. In 2023, route optimization projects helped avoid more than 66,000 miles of travel.
- Expanding our Shore Power program, which provides an approximate 25% reduction in diesel fuel consumption each year by using electric power to refrigerate delivery trucks during loading—a process that can take up to five hours. As of 2023, all 12 QCCs are equipped with this technology.
- Improving idling times across the fleet during loading and unloading through technological advancements and educational efforts among our drivers.

- Relocating the vast majority of our UK trucks to our Milton Keynes QCC from December 2023. This will result in a reduction of 340,000 road miles per year.

## Addressing Deforestation

In 2023, we partnered with a third-party consultant to conduct a deforestation risk assessment within our supply chain. Several ingredients used in the products we serve are known to pose deforestation risks in some geographies (see table).

Since 2015, our pizza boxes have been made with 100% fiber-based materials certified by the Sustainable Forestry Initiative and the Programme for the Endorsement of Forest Certification. We have also eliminated the use of palm oil from most of our menu items, and in the few products where it is used, we source only certified sustainable palm oil.

We continue to work with suppliers to gather more complete sourcing data for forest-risk commodities.

INGREDIENT	TYPICAL SOURCING GEOGRAPHIES
	<i>REPRESENTS TYPICAL SOURCING GEOGRAPHIES DUE TO CURRENT DATA LIMITATIONS</i>
Beef	United States, Jordan, Republic of Ireland
Chicken	United States, Jordan, Poland, Thailand, Netherlands, Chile
Pork	United States, Jordan, Republic of Ireland
Cocoa	Cote d'Ivoire, Ghana
Palm oil	Indonesia, Malaysia, Thailand, Colombia, Nigeria
Paper	United States, China, Canada, Brazil
Soybean oil	Brazil, United States, Argentina, China, India
Sugar	Brazil, India, the EU, China, United States, Thailand, Mexico, Pakistan, Australia
Wheat flour	China, India, United States

## Sustainability in our UK Operations

We are working to build a strong foundation of environmental data to assess the current state of the environmental impacts of our business activities in the UK. In 2023, we focused our efforts on gathering baseline data that will help to inform the creation of action plans to minimize or remove impacts and assigning dedicated sustainability roles to own this important work.

Our strategic partners support us in reducing the carbon footprint of our UK operations and supply chain. We are members of the Zero Carbon Forum, a collaborative effort by the UK hospitality industry to address climate change, and are leveraging its tools to measure the carbon footprint of a slice of pizza. We also established new partnerships in 2023 with Sedex, WRAP (Waste & Resources Action Programme) and PAPA (Pizza, Pasta & Italian Food Association), to help us improve environmental performance, address packaging waste and make our supply chain more resilient.

Our UK supply chain is an area we are targeting to reduce our carbon emissions. For instance, we are prioritizing support for farmers engaged in regenerative farming practices that help to sequester carbon in the soil. We also recently developed an enzyme exclusively for Papa Johns that helps extend our dough's shelf life and enables the UK to source more of our wheat locally. Since moving to a 50:50 blend of Canadian and British wheat flour in 2023, 1,500 tons of wheat flour have been delivered from locally sourced wheat. By cutting our imported wheat by 50%, we have reduced our UK carbon footprint by 50%.





# Packaging

Our business relies on quality packaging to deliver pizza safely to our customers. That’s why we make sustainable packaging materials and responsible materials management a top priority and are developing a formal sustainable packaging policy.

Since 2015, our pizza boxes have been made with 100% fiber-based materials certified by the Sustainable Forestry Initiative and the Programme for the Endorsement of Forest Certification. We continue to explore opportunities to improve the sustainability features of our packaging. For example, our UK operation’s packaging team is conducting trials to test the effectiveness of removing the plastic supports inside our pizza boxes, which could potentially reduce the use of plastic in our packaging significantly.

In 2023, we joined the Sustainable Packaging Coalition, a membership-based collaborative that brings industry stakeholders together to create packaging that is good for

people and the environment. We use reusable dough trays to transport our pizza dough from our QCCs to our restaurants and recycle the trays at the end of their useful life. In 2023, our program diverted 126,000 trays—more than 380,315 pounds of waste—from landfills.

## DIVERTING FOOD WASTE THROUGH OUR HARVEST PROGRAM

To prevent food waste, we use forecasting tools and an inventory management system to accurately source ingredients and have a donation program in place for when orders are incorrect or go uncollected. Through our Harvest Program, in partnership with Food Donation Connection in the US and FareShare in the UK, food waste is donated to over 400 community organizations. In 2023, we made considerable progress, expanding to 98%, nearly full participation across our corporate stores and the Test Kitchen in our Atlanta Corporate Hub, and donating nearly 277,000 meals. Since 2010, the program has diverted nearly 3.8 million pounds of food that would have otherwise gone to landfills to help feed those experiencing food insecurity.

## MATERIALS USED BY WEIGHT (METRIC TONS)

PACKAGING MATERIALS	2023	2022
<b>Non-Renewable Packaging Materials</b>		
Plastic	217	69
Foil	22	39
<b>Renewable Packaging Materials</b>		
Corrugated cardboard	578	594
Paperboard	33	36
Paper	285	438
<b>TOTAL</b>	<b>1,135</b>	<b>1,175</b>

**“WE COULDN’T DO WITHOUT THE HELP, AS WE HAVE SO MANY HOMELESS INDIVIDUALS WHO COME INTO OUR DOORS EVERY DAY FOR FOOD. THE PAPA JOHNS PIZZAS HAVE BEEN A TREMENDOUS HELP AND WE ARE SO GRATEFUL.”**

**Paul Shaw, Chief Operator,  
Light House Mission**







# GOVERNANCE

## TRANSPARENCY & ACCOUNTABILITY

At Papa Johns, we believe that adherence to high ethical standards is critical for long-term performance and maintaining stakeholder trust. Our corporate governance guidelines, adopted by our Board of Directors (the Board), serve as a framework for the governance of the Company. The Board sets high standards for the company's employees, officers and directors. Implicit in this philosophy is the importance of sound corporate governance. It is the duty of the Board to serve as a prudent fiduciary for shareholders and to oversee the management of the company's business. To fulfill its responsibilities and to discharge its duty, the Board follows the procedures and standards that are set forth in these guidelines, which are subject to modification from time to time as the Board deems appropriate in the best interests of the company or as required by applicable laws and regulations.

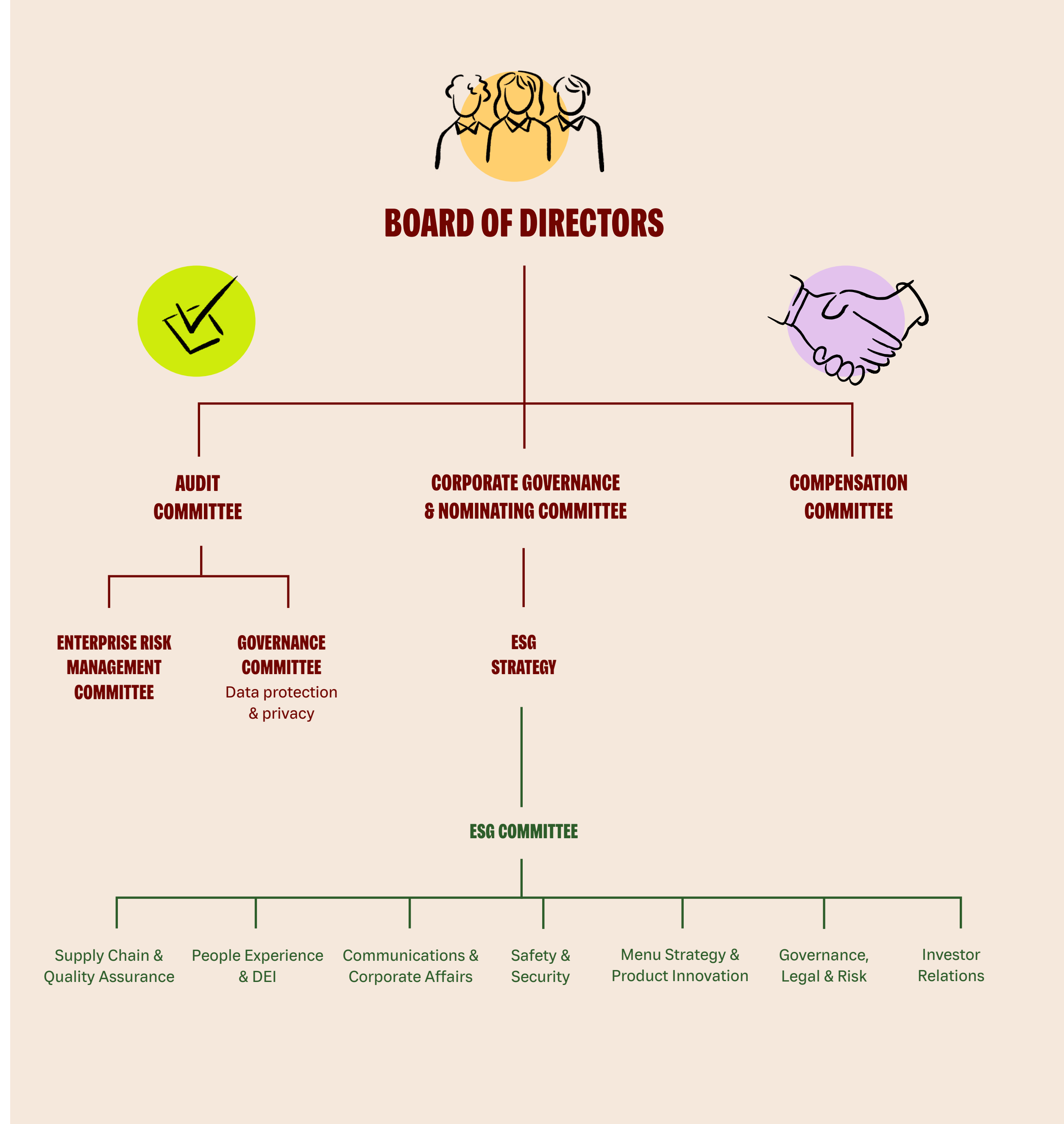
As of March 20, 2024, our Board consists of nine directors, eight of whom are independent, based on NASDAQ rules for director independence. We appreciate Board diversity in alignment with our corporate values and the many ways the company benefits from a wide

range of perspectives. Our Board includes two Black directors and one Latina director, and three of our nine directors are women.

## CORPORATE RESPONSIBILITY GOVERNANCE

The Corporate Governance and Nominating Committee has oversight of the company's corporate responsibility (CR) strategy and performance. The Board receives semi-annual updates on the company's CR strategy, priorities and accomplishments. In 2023, we appointed two dedicated resources within our QCC to coordinate and own our UK CR Initiative, including a Quality Assurance & CR Lead and a Supply Planner & Sustainability Coordinator.

In 2022, we were one of the first companies in our industry to link CR priorities to compensation. We integrated a metric into our Management Incentive Program, where a percentage of eligible team members' and executives' annual bonuses is tied to achieving CR priorities. This metric was included again in our 2023 Management Incentive Program.







## COMPLIANCE & BUSINESS ETHICS

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

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

Team members are encouraged to report concerns or potential violations of the Code or other policies through the Papa Johns Ethics Helpline and website, which is operated by a third-party provider. A team member or person reporting issues may do so anonymously. We maintain a strict Non-Retaliation Policy and are committed to investigating all potential violations fairly and reasonably. The Corporate Governance & Nominating Committee of the Board oversees the company's compliance with this program, while the Audit Committee oversees any concerns involving financial misconduct. Both Committees receive regular updates regarding any reported issues and the resolution by the company.

## RISK MANAGEMENT

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

In 2023, our risk management efforts focused on continuous improvement of existing processes, particularly with emerging risks within data governance, international exposures, and operational resilience.

## INFORMATION SECURITY & DATA PRIVACY

Papa Johns relies heavily on information systems, including a call center (Papa Call) and digital ordering solutions, through which more than 85% of our domestic sales originate. To support our data protection efforts, we have created robust information security and data privacy programs, governed by our Global Information Security and Data Privacy policies and procedures.

Our Chief Insights & Technology Officer and Vice President of Information Security & Compliance are responsible for the information security program and general data governance. The Papa Johns Information Security team provides quarterly

updates on information security issues to the Board's Audit Committee and conducts an annual review with the full Board each October. Our cross functional Data Governance Committee focuses on key issues, including data protection, governance standardization and improving internal documentation.

We conduct annual internal and third-party risk assessments to evaluate the effectiveness of our security controls, identify any new threats or vulnerabilities and ensure we have appropriate controls in place to mitigate risks. All corporate team members must complete several annual cybersecurity and data protection awareness training courses and receive ongoing security awareness communications related to specific risks such as phishing.

Our Chief Legal & Risk Officer is responsible for our data privacy program, with assistance from our Global Data Privacy Officer. The Papa Johns legal team manages our privacy disclosures, advises cross functional teams on data privacy matters, and implements policies, procedures, and processes to comply with applicable data privacy regulations.

### Forward-Looking Statement

Certain matters discussed in this report that are not historical facts are "forward-looking statements" that involve risks and uncertainties. For a discussion of such risks and uncertainties, which could cause actual results to differ from those contained in the forward-looking statements, see "Part I. Item 1A.—Risk Factors" of the Annual Report on Form 10-K for the fiscal year ended December 25, 2023, 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.





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