



CELEBRATING 1965 - 2025

THE ECONOMIC AND COMMUNITY
IMPACT OF KFC IN THE UK & IRELAND



BELIEVING IN CHICKEN SINCE '65

KFC

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FOREWORD

This year we are celebrating 60 years of KFC being in the UK and Ireland. 60 years of KFC fried chicken. 60 years of creating opportunity, jobs and powering local economies. 60 years of being a central part of UK high streets and communities.

Anniversaries are a great moment to celebrate (and we will absolutely be celebrating), but they are also a great moment to pause and reflect.

That is why we have commissioned this report, so that we can mark this moment and share the amazing contribution that KFC has had on the UK economy and our communities over the last 60 years.

And that contribution is huge.

KFC adds £1.10 billion of value to the UK economy. Every, year. And we spend £856 million every year with businesses across the UK.

Over the last 60 years, we are estimated to have contributed £11.6 billion, through our investment, our spending with UK suppliers and the impact of our team members' wages.

Today we and our franchise partners employ a total of 33,500 people and create another 7,500 jobs across the UK through our supply chain and knock on impacts.

Taking on the role of General Manager this year, after 15 years with KFC, I knew I was stepping into a remarkable job. I've been passed the baton to be the custodian of an iconic brand, one that has a particular place in the hearts of our customers and on our high streets. By looking back at the last 60 years of KFC in the UK and Ireland, and seeing for the first time our value quantified, it has made me realise that at KFC we are a part of something bigger. And it is humbling to be the one at the helm of the business at this moment. Truly with great chicken, comes great responsibility.

A responsibility to build on this 60-year legacy and guide the brand through the next phase.

For me, the thing I am most proud of at KFC is how we create opportunity for people, at scale, and in a way that few other businesses do. I joined KFC 15 years ago as an Area Manager overseeing a handful of restaurants around Ipswich, and today I am the General Manager of the UK and Ireland. Every year I see people

who join us as a team member, or a cook, be supported and developed to step up to be a Restaurant Manager.

I see our franchise partners grow multi-generational family businesses, from just one restaurant into huge success stories. And I see young people given their first job, finding their place and flourishing at KFC. I am so glad we are able to shout out some of these people's stories through this report.

And this potential is being unlocked in every community where you find a KFC.

When I look ahead at the future of KFC, I know our continued success will be built by the young people that make up 65% of our team. I see the passion and enthusiasm the next generation bring to KFC and that is why I am particularly proud of the Hatch programme through which we are breaking down barriers for young people to get into work. So far, we have given more than **1,000 young people** a chance to enter the workplace that they would not otherwise have had. You can't underestimate the power of being given a fresh start. It is from here that you build confidence, gain valuable experience and learn about yourself. This small leg up, and opportunity, can really change lives.

From our first restaurant at Fishergate, Preston we have grown to over **1,000 today**. This growth has meant more jobs, more value generated, and more communities supported to unlock local potential.

Our restaurants only succeed by being a part of their local community. And for us that means understanding their challenges and doing our bit to help. Across the UK we have so far donated more than three million meals to people facing food insecurity through our partnership with FareShare. And with our continued support, the KFC Youth Foundation has provided grants to community groups supporting young people worth over £10 million to date. We mean it when we say we want to be a good neighbour.

This is an exciting moment for KFC to continue to grow and do what we do best, even better. At our best we are bold, and we are always striving to be the best we can be. We are incredibly ambitious for KFC and how much more we can add to the UK. This is why I am delighted to be announcing that over the next five years we will be backing up our bold vision by investing:

- A total of **£1.49 billion** in KFC UK&I
- **£466 million** in expanding and refurbishing our UK restaurants
- **£583 million** in creating 5,000 new KFC jobs and over 2,000 more around the UK
- **£404 million** with our supply chain across the UK
- Adding an extra **£169 million** of value to the UK economy

By arriving in the UK in 1965, we created the fried chicken market that the nation has fallen in love with. We might be the original, but we have kept innovating over the years to make sure that we are still the best.

60 has never tasted so good, and we are still hungry for what comes next.



ROB SWAIN
General Manager | KFC UK & Ireland

SIX DECADES. ONE SECRET RECIPE.

A snapshot of KFC's economic & community contribution to the UK

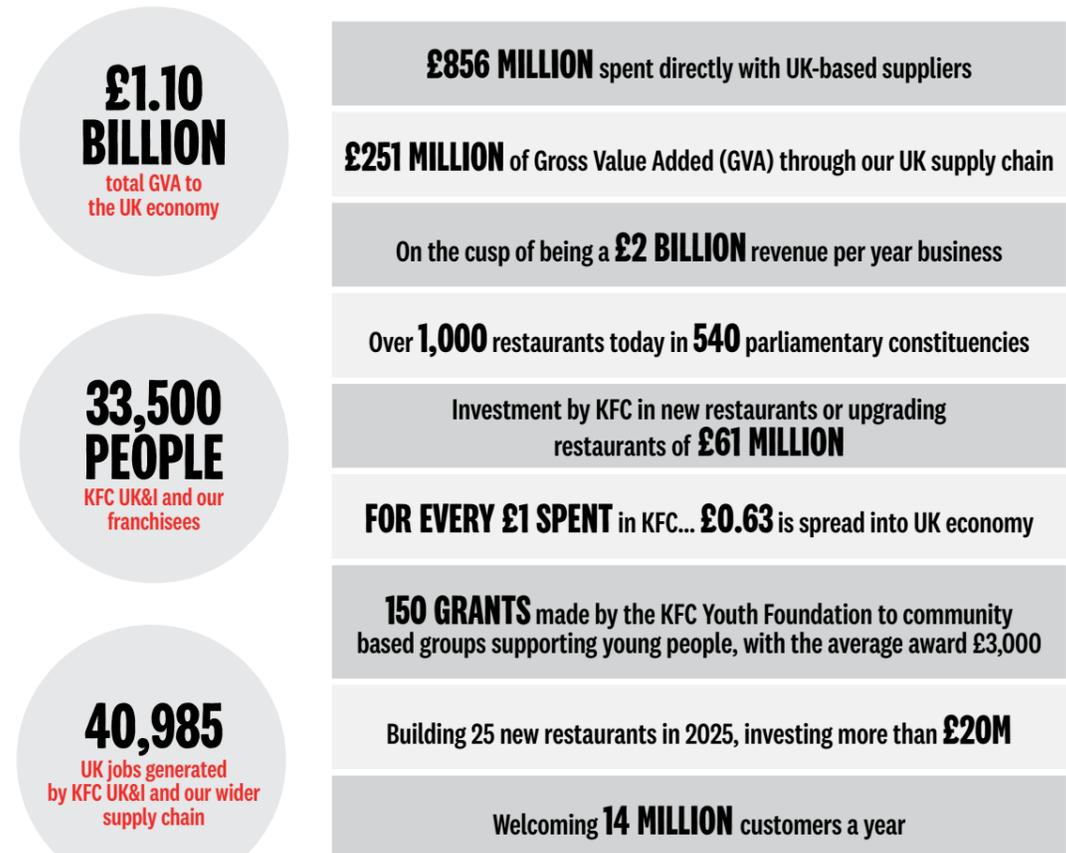
1965-2025



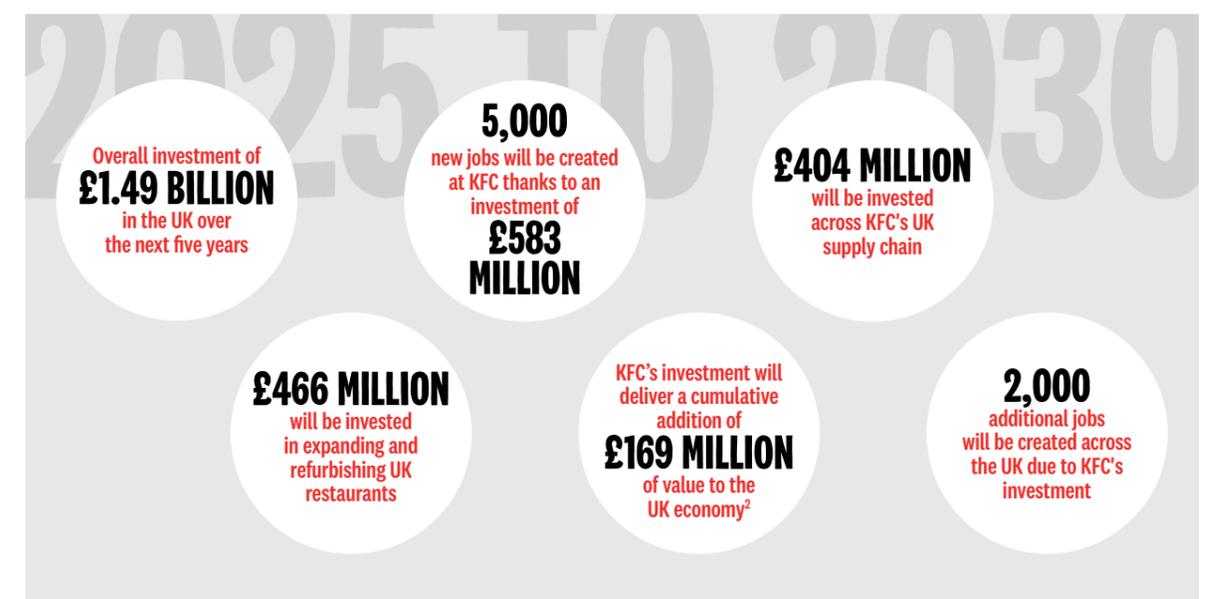
¹ All figures from 2023, and reflecting 2023 prices

² GVA an addition to the direct investment figure of £1.28 billion

ANNUAL CONTRIBUTION TO THE UK¹



LOOKING AHEAD 2025 TO 2030



¹ All figures from 2023, and reflecting 2023 prices

² GVA in addition to the direct investment figure

CHAPTER 1: MILESTONES FOR KFC IN THE UK AND IRELAND

FINGER LICKIN' SINCE '65. SOME KEY MOMENTS

1965 First restaurant Preston Fishergate

1972 Kefco joined as a franchise partner

1987 K&Z joined as a franchise partner

1989 Demipower Group joined as a franchise partner

1992 First Northern Ireland KFC

1994 First KFC in Scotland

1994 First KFC in Republic of Ireland

1996 Zinger launched in the UK

1999 First KFC in Wales

2007 First boxmeal launched

2007 Launch of loyalty scheme

2009 Launch of Krushems at KFC

2010 Move to in store prepared mini fillets, hot wings and Zingers

2011 Brazer griddled chicken burger trialled

2011 Added calorie information to all menu boards

2014 Pulled chicken trialled on menus

2014 Ricebox launched

2014 Became a £1 billion business

2015 Creation of the KFC Youth Foundation

2015 BBC crew goes behind the scenes of KFC in Billion Dollar Chicken Shop documentary

2016 All products fully prepared in restaurant

2018 Reformulated skin on fries removing 13 billion calories a year

2018 FCK supply chain issue

2019 Vegan burger launch

2020 Covid support for team members, shutting restaurants and first restaurant business to reopen

2021 Partnership with Keep Britain Tidy started

2021 FareShare food donation partnership launched

2022 Launch of Hatch employability programme

2022 KFC Delivery launched 2022

2023 Fries relaunch to Signature fries

2023 Added EG restaurants to the KFC equity restaurant estate

2024 Launch of BELIEVE campaign

2024 Launch of KFC Youth Board

2024 First Nutrition Update published

2025 Opening of KFC Youth Foundation Youth Hub in Middlesbrough

2025 Launch of Kwench test in Manchester

CHAPTER 2: OUR ECONOMIC CONTRIBUTION

In 1965 Colonel Harland Sanders had grafted hard to build his hand-breaded, homemade fried chicken business in Kentucky.

After making a success of KFC in the US, he persuaded his good friend Harry Latham to become a franchisee and bring Kentucky Fried Chicken to the UK.

And so he opened his first restaurant, at Fishergate in Preston, Lancashire.



60 years later KFC is a staple of high streets across the UK&I, with over 1,000 restaurants operated directly by KFC and by our incredible franchise partners.

Today more than 400,000 customers a day choose to come to KFC, popping in for a quick snack on the move, treating themselves at the end of a long day, or bringing friends and family together to share a bucket. We are proud of the place we hold in the nation's hearts as the original home of fried chicken.

The nation's love for fried chicken means we are now a vital part of local economies in communities across the UK. We're serving up far more than just great tasting chicken, and it all adds up.

IN 2023 KFC GENERATED £620 MILLION OF DIRECT GVA TO THE UK ECONOMY.

This includes the wages paid to team members, rent and service charges on our properties and all other business operating costs.

And the added value that we bring spreads beyond our restaurant doors. We are a part of our local communities as well as the wider connected world of our supply chains. And so our contribution stretches far beyond simply what we do ourselves.

IN 2023 KFC AND OUR SUPPLY CHAIN GENERATED A TOTAL GVA OF £1.10 BILLION FOR THE UK ECONOMY.

This includes the value and jobs added across the UK in businesses working with KFC. This is everyone from the British farmers supplying our chicken and fresh veg, through to the architects designing state of the art new restaurants, to the tech teams using AI to predict orders to inform stocking and prevent waste. This total contribution also includes the ripple effects of the money spent on our supply chain, and by our team members, made possible by their roles at KFC.

Our suppliers are our partners in our success; without them there are no drumsticks, no signature fries and no iconic buckets. Hundreds of UK based businesses have contributed to the joy behind every KFC meal.

IN 2023 KFC SPENT £856 MILLION WITH OUR UK-BASED SUPPLIERS.

We love that we are feeding the success of businesses in every part of the UK.

This economic contribution is built from the hard work of our team members across the UK&I. Our chicken might be delicious, but the only way anyone gets to enjoy it is through the hard work of our team members. Today KFC and our franchise partners directly employ 33,500 people across the UK&I.

Again, this is not the whole story, as another 2,934 jobs can be attributed to KFC buying from other UK-based businesses and an extra 4,550 jobs are generated by the spending and value created by KFC across the UK&I.

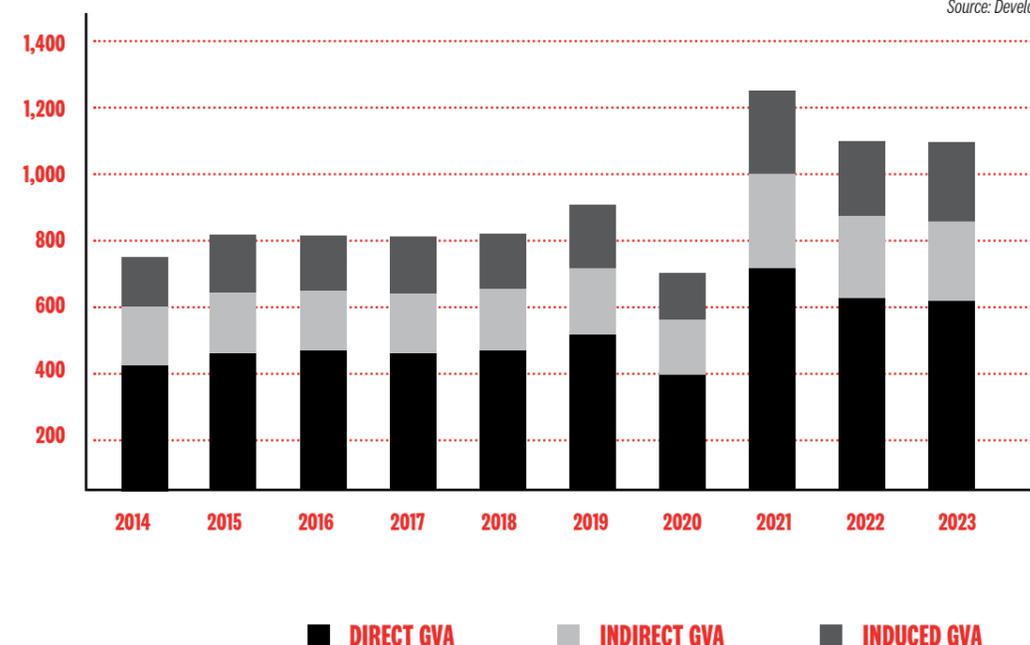
SO TODAY KFC SUPPORTS 40,985 JOBS ACROSS THE UK.

Our contribution to the UK has grown as we have expanded across the UK over the last 10 years. Net sales at KFC since 2014 amount to a total of £14.94 billion, with a roughly 48% growth in net sales over the period 2014 to 2023.³

The wider economic contribution of KFC has grown hand in hand with sales growth over this period:

CHART 3.1: KFC: ESTIMATED CUMULATIVE GVA EFFECTS 2014-2023 ON THE UK (£ MILLIONS, 2023 PRICES)

Source: Development Economics analysis



To get the whole story of the value of KFC we need to go all the way back to 1965. From just one restaurant in Preston to over 1,000 today, as the business has grown and expanded, KFC has generated total GVA of £11.60 billion for the UK⁴ and provided a total of over 431,500 years of employment.

A LEGACY BEYOND THE COLONEL'S WILDEST DREAMS.

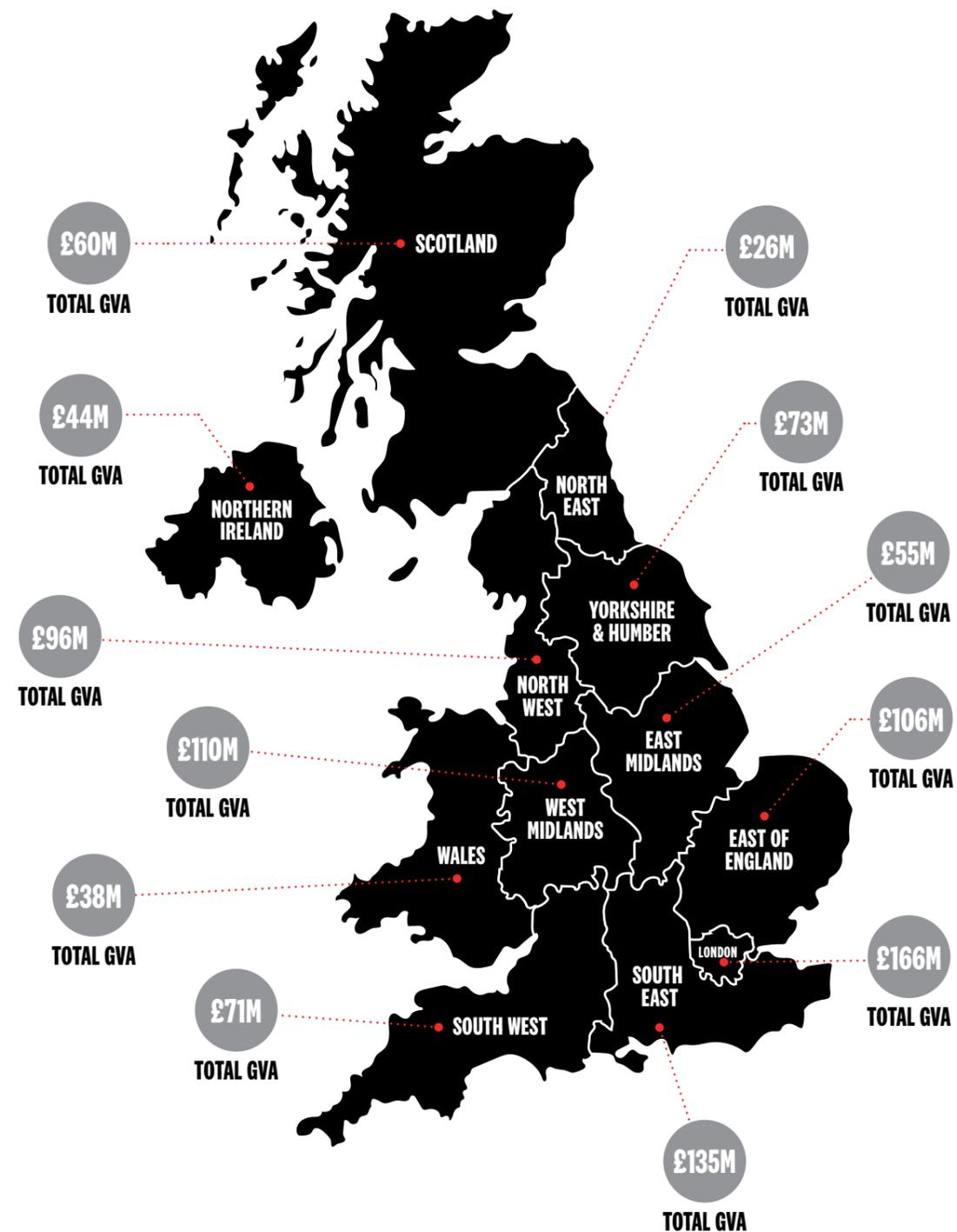
TABLE 3.2: SUMMARY OF CUMULATIVE IMPACTS ON THE UK, 1965-2023

CATEGORY	GVA IMPACTS (£MILLIONS, 2023 PRICES)	EMPLOYMENT IMPACTS ('000S OF PERSON-YEARS)
DIRECT	6,510	353
INDIRECT	2,634	31
INDUCED	2,457	48
OVERALL TOTAL	11,600	432

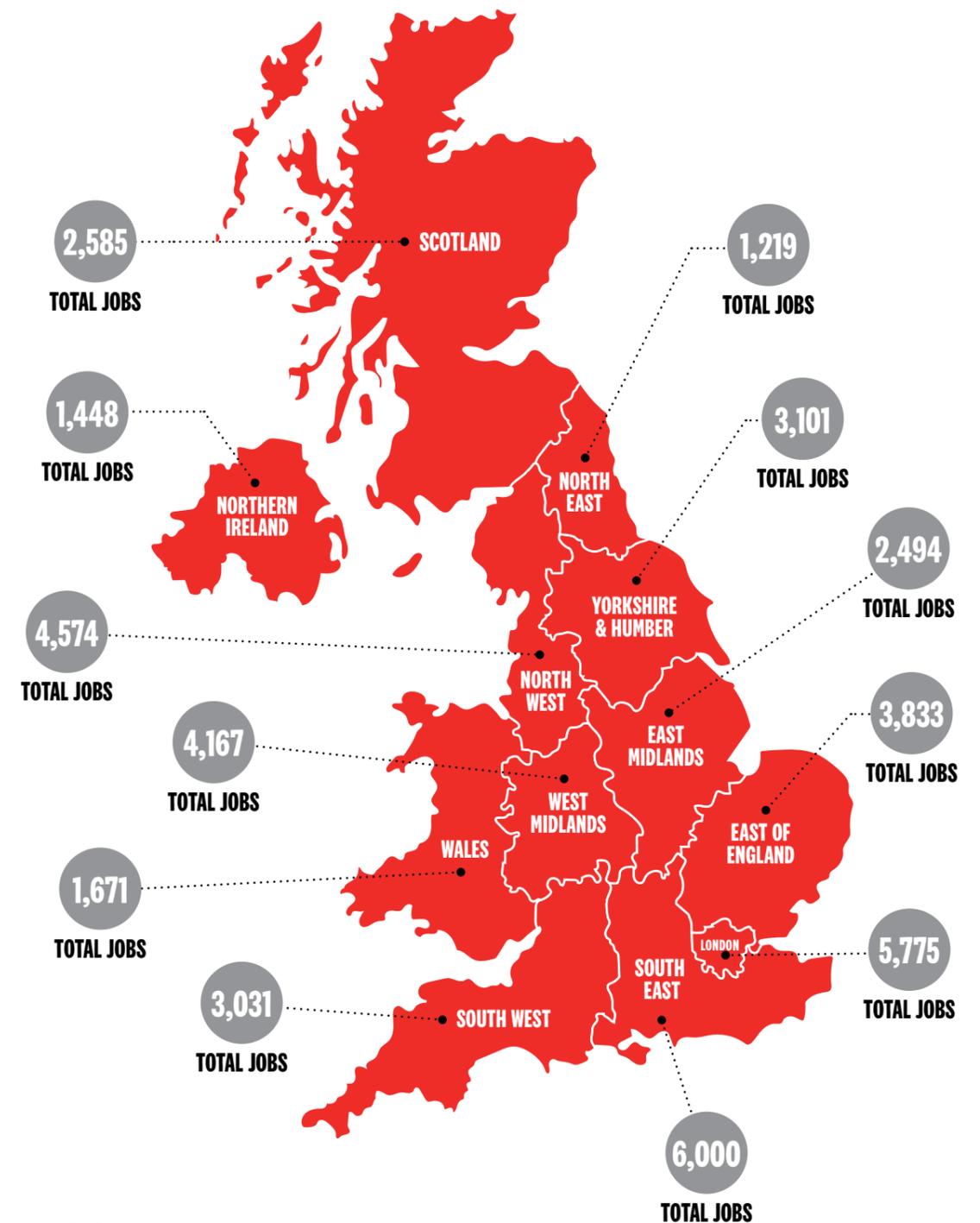
³ Adjusted to 2023 prices.

⁴ 2023 prices

KFC's economic contribution to the nations and regions of the UK:



KFC's total job contribution to the nations and regions of the UK:



TOTAL GVA TO THE UK
£1,105M

TOTAL JOBS
40,985

You would be forgiven for thinking that the economic value that KFC brings to a local area is purely through our restaurants.

But the reality is that the breadth of our UK supply chain means that businesses in communities across the UK are also adding huge value to their local economies, fuelled by their relationship with KFC.

For example, Upper Bann is the parliamentary constituency where KFC generates the second-largest amount of economic value and jobs. This is primarily thanks to our relationship with Pilgrim's Europe, whose farmers in Upper Bann are one of our key suppliers of chicken.

Similarly, Birmingham Ladywood is home to two KFC restaurants. Alongside this it is home to two of our key British suppliers Olenix Sarl, who provide important cooking oils, and Shazan Foods, a crucial supplier of halal products.

TABLE 5.10: OVERALL DIRECT AND INDIRECT GVA EFFECTS ATTRIBUTABLE TO KFC, WESTMINSTER CONSTITUENCIES, 2023

WESTMINSTER CONSTITUENCY	DIRECT & INDIRECT GVA (£M)
Bermondsey & Old Southwark	21.6
Upper Bann	17.8
Birmingham Ladywood	12.5
West Worcestershire	10.9
North East Cambridgeshire	10.8
Putney	9.3
Broxbourne	9.0
Hemel Hempstead	7.0
Woking	7.0
Wakefield & Rothwell	6.8
Edinburgh West	6.6
Hackney South & Shoreditch	6.2
Cities of London & Westminster	5.4
Gloucester	5.1
Chichester	4.2
Cardiff North	4.0
Holborn & St Pancras	3.9
Manchester Central	3.9
Poole	3.5
Belfast South & Mid Down	3.5

TABLE 5.9: OVERALL DIRECT AND INDIRECT JOB EFFECTS ATTRIBUTABLE TO KFC, WESTMINSTER CONSTITUENCIES, 2023

WESTMINSTER CONSTITUENCY	DIRECT & INDIRECT JOBS
Woking	376
Upper Bann	362
Birmingham Ladywood	273
Cities of London & Westminster	242
Bermondsey & Old Southwark	215
Manchester Central	212
West Worcestershire	193
Belfast South & Mid Down	191
Liverpool Riverside	184
Nottingham East	184
Gloucester	178
Holborn & St Pancras	176
North East Cambridgeshire	174
Chelmsford	170
Glasgow North	167
Cardiff North	163
Runnymede & Weybridge	156
Wakefield & Rothwell	156
Sheffield South East	154
Birmingham Northfield	142



CHAPTER 3: OUR LOCAL GROWTH

From just one restaurant in 1965 to 1,000 60 years later, we are truly part of local economies across the UK and Ireland.

And we know that we generate real, tangible value for our local economies.

On average the local economic boost provided by having a KFC restaurant in an area is:

- Creating 32.5 jobs
- Generating £620,000 of GVA for the area
- For each £100 of value generated by a KFC restaurant, £5 of extra local value is created through knock on local spending

But we don't consider any of our KFC restaurants to be just average. There is a great variety within our restaurants, your local KFC might be a small local store, a high-street sit-down restaurant, a transport hub or a drive thru. Each of these will include elements of bespoke design, perhaps drawing on location, local architecture or historical connections. We take great pride in our restaurants, and our restaurant development team goes the extra mile to make them feel special.

Two great examples of this are:

KFC WATERLOO

Waterloo was one of the most challenging restaurants the team has ever had to install, as it is built under railway arches just opposite the entrance to London Waterloo station. At the request of the Station, the design had to be bespoke and therefore had a number of unique components to the aesthetic, and a condition of the construction meant the team had to make sure that no part of the build touched the inside of the arch.

The result has been a precision crafted, uniquely styled, hugely popular restaurant and a feat of great conservation.



WATERLOO



KFC THORPE PARK

We remodelled our Thorpe Park site to create a new, specially designed restaurant inside the resort in 2024. The restaurant sits within an Amity Island themed area of the park, and the restaurant itself puts you right into the heart of Jaws!

Our design team worked closely with Thorpe Park, who wanted to see a 1950s themed KFC, but up to the standards of modern customers. The result is a design triumph, complete with a shark, mocked up impacts of a storm and lots of bespoke KFC décor and artwork. To go the extra mile to create that authentic 1950s feel, the team mined photos and design layouts from real 1950s US KFCs. Then upgraded it just a little... so it is full of modern ordering kiosks and has its own dedicated Krushems counter.

And we don't just rest on our laurels when we have built a great restaurant. We are constantly working to make sure that our restaurants are looking fresh and modern. This includes investing in improving customer experiences, for example through our digital kiosks, but doing so in a way that doesn't exclude anyone from enjoying KFC. You can order at a digital kiosk but still choose to pay in cash at the till with one of our team members.



THORPE PARK



“Innovation is crucial for KFC to enable us to create modern, distinctive restaurants delivering great customer experiences. We take huge care and pride in our design to embrace digital customer journeys and a modern menu offering, including Kwench, our new specialty drinks range being trialled.”

Katrina Khan, Director of Restaurant Propositions, KFC UK&I



We also operate a constant programme of refurbishing our restaurants.

Each restaurant is given a refresh every five years – most likely a full makeover of the lobby that customers see. Then each restaurant gets a full image enhancer refit every 10 years, which will be a complete makeover of the whole restaurant and kitchen. These remodels are always driven by the individual needs of the restaurant. This might be to improve access, improve the signage, or creating more space for delivery drivers. Again, each of these is a bespoke development to fit what is needed at that restaurant and in that local area.

KFC invests approximately £61 million a year in refurbishing our restaurants and in opening new ones.

We are proud to be a business investing and growing across the UK.

We consider a number of factors when selecting sites to invest in opening a KFC, including proximity to our other restaurants, the number of other takeaway businesses in the local area, and the proximity to local schools. We want to be a welcome addition to communities, through the economic value and fulfilling jobs we provide, as well as through our commitment to being a good neighbour.

We are excited to continue to invest and grow across the UK. We are on the cusp of being a £2 billion revenue business, with ambitious growth aspirations to double this by 2030, opening an average of 26 net new restaurants across the UK and Ireland per year. This growth trajectory would bring significant knock-on economic benefits for the UK:

- Potential investment of **£583 million in opening new restaurants and refurbishing the existing restaurant estate.**
- Creating an extra **1,450 permanent jobs per year by 2030, including 1,050 jobs within KFC and around 400 jobs more widely across the economy.**
- Combined this would create just over **7,100 jobs by 2030, including 5,150 direct jobs and around 1,950 jobs more widely.**
- The overall economic value generated each year from the estimated investment in restaurant expansion would be expected to be **an extra £170 million annually by 2030, with £95 million of this being direct value created by KFC.**
- The annual number of jobs supported in KFC’s construction and building services supply chain would increase to around **570 (compared to 310 in 2023).**
- The annual economic value generated by this supply chain could increase to around **£55 million per year compared to around £30 million in 2023.**

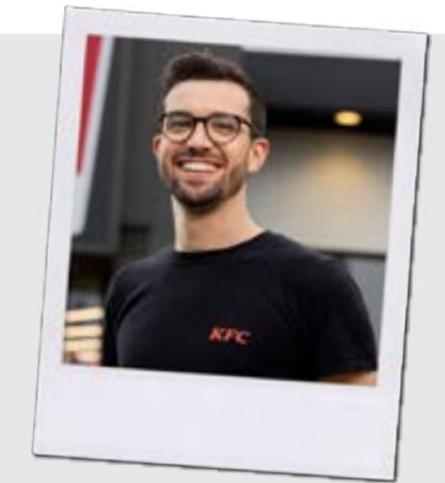


Your local KFC may be directly operated by KFC, or it may be operated by one of our franchise partners. These businesses have been a core part of KFC’s story and growth in the UK, with some having worked with us for over 50 years.

We go into business with people who are committed, capable and in it for the long run, to grow together. We have 27 franchise partners of every size, from some operating over 110 restaurants, to some operating a handful. We work incredibly closely with all of them, setting standards by which all KFC restaurants must be run and undertaking regular restaurant checks to constantly ensure quality.

But we also work individually with each franchisee on their strategy for growth and helping improve business performance. Ours is a two-way relationship, we can share our expertise with our franchisees, but often it is them sharing their expertise in return. There is so much we have learnt from our franchisees, some of whom have expanded from just one restaurant and built highly successful family businesses that are now being run by the next generation.

We are incredibly proud of our partners and they in turn are proud of the brand, which has been a core part of their success stories.



“People misunderstand KFC and sometimes see us as a big corporate machine. But actually we represent a number of small, often family run businesses with our franchisees.

I think it’s often missed that KFC has provided an opportunity for entrepreneurial people to build amazing businesses. And these people then go on to employ tens of thousands of people in their communities across the UK.

If that isn’t creating value for the UK economy, I don’t know what is.”

James Whitehorn, Chief Finance and Development Officer, KFC UK&I



CASE STUDY

**Claire Owen,
Director People & Culture, Kefco**

Claire and her brother Phillip run Kefco, a family-owned KFC franchise business operating 20 KFC restaurants across Essex. They are second-generation franchisees, who are following in the footsteps of their father, who first became a KFC franchisee in 1972.

The family has since built a business that employs over 800 people, many of whom live locally to their restaurants, and the team is committed to helping their people grow careers within their restaurants.

Claire's leadership is rooted in people development and community impact. Kefco recently won KFC's People and

Culture Award, recognising their stand out approach to team member well-being, progression, and purpose-led leadership.

Kefco has been one of the staunchest supporters of KFC's community initiatives and have been hugely committed to delivering the Hatch programme for young people in Essex, as well as being a long-standing supporter of anti-littering campaigns. Claire is also a trustee of the KFC Youth Foundation and has been a leading voice in shaping the work of the Foundation over recent years.

As a member of several national franchise forums, Claire is an advocate for smaller businesses - and ensuring that the UK franchise systems are not just prioritising business growth but also delivering value for their people and communities.



“Promoting someone who started as a Team Member into a management role—that’s what I love most. It’s more than just chicken and chips—we’re creating careers, investing in local communities, and showing up with heart.”

CASE STUDY

**Michelle Kopf,
Area Manager, Kefco**

Michelle is an Area Manager for Kefco, overseeing seven restaurants across Essex.

Michelle has worked at the business for 22 years, following in the footsteps of her father who has been at Kefco for over 50 years - he even met Michelle's mother whilst working at a KFC restaurant! A true fried chicken love story.

In her role, Michelle is responsible for overseeing the smooth running of each KFC restaurant in her area and ensuring that colleagues have the tools and skills needed to thrive in the workplace. Her restaurants have been short-listed for Restaurant of The Year at KFC's annual awards, showing her success to date in creating an environment in which team members can thrive.

KFC has helped Michelle build her career, supporting her to be able to earn and learn through apprenticeships at the same time. This support has allowed her to expand her skills base and progress up the business.



“KFC has been a big part of my family for over fifty years, and it's something I'm really proud of. My dad has been a huge inspiration and has shown how hard work leads to success.”

CASE STUDY

**Shahaz Nanji,
Managing Director of K&Z Holdings Ltd**

Shahaz has been a KFC franchisee since 2006. He first became involved with KFC as a 24-year-old graduate from the banking sector, joining forces with his business partner Nasir, who had been a KFC franchisee since 1986. Together they have grown their business from a single restaurant in Hastings to 12 KFC restaurants across the South East of England, and from 10 staff to today running a team of more than 250.

Today, Shahaz prides himself on delivering world-class operations across his restaurants, creating the best possible experience for his customers and teams.

This culminated in K&Z Holdings Ltd winning an international franchisee award from KFC for its excellence in digital innovation, and delivering cutting edge customer service.

During his time working with KFC, Shahaz has taken advantage of the many development and leadership opportunities available to franchisees. He now sits on several KFC advisory boards and forums, where he helps shape the future direction of KFC in the UK and Ireland.

“No matter how many restaurants you have, being a KFC franchisee is all about partnership and growing together. Over the years, KFC has invested in me through leadership programmes and training, they’ve consistently brought us in, supported us, and prepared us for the future. I wouldn’t be the person I am today without the opportunities KFC has given me, and the chance to work with so many talented people is fantastic.”



CASE STUDY

**Alim Janmohamed,
CEO, Demipower Group**

Alim has been a KFC franchisee since 2003, when he came on board with the business founded by his father, who started as a franchisee of KFC in 1989.

Demipower had 12 KFC restaurants when Alim started out 22 years ago, and he now runs a 119-strong restaurant portfolio that employs over 4,000 people across the UK. Alim's first major milestone with Demipower came when it acquired eight KFC restaurants in Leicestershire in 2007, which paved the way for a successful partnership and Demipower's incredible growth journey since, with the business reaching 100 KFC restaurants in 2017.

“Our strong relationship with KFC has been the formula for Demipower’s success over the years. KFC’s fantastic product and great culture made the growth potential clear from the start, but it’s the collaborative partnership we’ve built together that has really enabled us to scale.”

Demipower now runs sites in London, the Midlands, the East and South West of England, including the KFC Thorpe Park restaurant. Looking ahead, Alim's ambition is to continue opening more KFC restaurants, developing Demipower's people, and giving back to local communities.



CHAPTER 4: OUR FOOD

You won't be surprised to learn that at KFC, great tasting chicken matters.

Our founder Colonel Harland Sanders learnt to cook from his mother when he was very young, and he believed in serving carefully prepared, balanced meals full of quality ingredients.

Today we continue to use our past as inspiration for our future. While we are proud of our heritage, and will continue to provide fried chicken across our menu, you will see us offering freshly prepared balanced options, wholesome sides and updated recipes. At the same time throughout the year you will see incredible new twists on classic menu items as our food team shows off their constant innovation. Take the Zinger Double Down, a burger of two spicy chicken fillets rather than a bun – back this year by popular demand.

Some things haven't changed at KFC over the last 60 years. A huge part of our continued appeal in the UK has been our hard work to make sure that anyone going into a KFC will be getting fresh, quality, delicious food at great value.

And our chicken will always be the star of the show.

Original Recipe made Colonel Sanders and KFC famous. He developed the secret formula of 11 herbs and spices in the 1930s in Corbin, Kentucky, and it still defines the irresistible flavour of KFC today. We bread juicy pieces of chicken in this world-renowned seasoning, pressure fried to golden perfection which lets us lock in all the flavour of the Original Recipe seasoning and ensures the chicken stays succulent.



PREPARING OUR CHICKEN ON THE BONE

STEP 1:	Fresh chicken pieces are carefully inspected, placed in dip basket and submerged in water.
STEP 2:	Excess water is drained and chicken rolled 7 times.
STEP 3:	The chicken is spread into the breading mixture, where each piece is hand-breaded in the Colonel's original secret recipe of 11 herbs and spices. To ensure perfect coverage, a "scoop and fold" and "scoop and lift" technique is used ten times.
STEP 4:	The chicken is hand-pressed in the breading seven times.
STEP 5:	Each piece of chicken is shaken and tapped to remove excess breading.
STEP 6:	Each piece is racked, then pressure-fried for exactly the right amount of time to maintain its succulence.
STEP 7:	Every piece is then individually checked for quality, to ensure it is exactly finger lickin' good.

Just the way the Colonel did back in his first kitchen, but on a larger scale!

There have of course been some changes over the last 60 years.

A four-piece chicken box is no longer 64p!

And we have expanded the range of different chicken formats, sides and meals so that we offer a balanced range of options. Whether it's a lunchtime fix, a late-night bite or something to snack on in between – our menu delivers across the moments that matter.

Innovation has always sat at the heart of our menu.

Whether it's the introduction of the Zinger in 1996 – offering an alternative to our Original Recipe with an extra spice punch – or our move to offer smaller formats for snacking, like mini fillets or Popcorn Chicken, we've always looked for ways to innovate.

We regularly push the boat out with limited-time offers for those special treat moments – and it's not just about the chicken. We've consistently evolved our sides, sauces, and drinks.

So, customers always have a range of options – from Creamy Mash and Southern Rice to our new line of speciality drinks, Kwench, which we've been trialling in Manchester restaurants since early 2025.

And there's always more to come – whether it's new twists on iconic favourites, fresh formats to shake up how you enjoy KFC, or new sauces and flavours to keep you on your toes.

60 never tasted so good.



Food that's fast, done the right way

As one of the UK's leading restaurant businesses, we recognise how important it is to offer food that's both finger lickin' and good in other ways. The ongoing cost of living squeeze is putting extreme pressure on families' household budgets, which can have a detrimental impact on diet quality and health.

Against this backdrop, businesses need to be doing the right thing – offering food that is great quality, with fresh, nutritious options, and crucially at great value for customers.

We have a role to play in helping more people – and in particular young people – have access to good food; and there is a big opportunity for our current food system to make it easier for young people to live healthier. We recognise this responsibility and we've been doing something about it.



We've always looked at how we can improve our menu – not only in terms of taste and quality, but also by gradually improving its nutritional content.

Over the years, we've made substantial changes, these include:

- Reformulating our fries to remove 13 billion calories a year
- Removing full-sugar Pepsi from our UK menu and increasing our range of low-sugar and sugar-free beverages
- Rolling out calorie information at all points of purchase
- Refreshing our range of balanced options, including our Twister Wrap and our new Rice Bowl

But we know there is more we can do to play our part in improving nutritional outcomes. That's why we are continuing our nutrition journey by setting ourselves challenging ambitions to meet in four key areas:

1. Menu innovation
2. Reformulation
3. Partnerships
4. Nutritional information

And we are now reporting progress against these ambitions each year in our Nutrition Update, because we are committed to being open and transparent about what goes into our food and the progress we're making to do things the right way.

Our Rice Bowl is under 600cals

In March 2025, we launched our new Rice Bowls – a delicious KFC chicken fillet (or a Zinger option for our spice fans) – with charred corn, Cajun rice with spring onions, sweet potato, pickled slaw, salad leaf mix and topped with ranch dressing.

Not only have we improved the taste and added some new vibrant ingredients, but all our Rice Bowls are also under 600 calories.

A great example of how to make the already good better, with our chicken at the heart of it – giving our customers the option of an appealing, great tasting lighter product.



Progress snapshot: did you know?

- 67% of the individual products on KFC's current permanent menu are non-HFSS. This has increased from last year through a combination of new menu innovation and reformulation.
- We are working with stakeholders to develop a sales-based target for the amount of HFSS and non-HFSS menu items sold at KFC. We believe this is a really important step that all brands should take.
- Our frying oil for our chicken is a mix of high oleic sunflower and rapeseed oil blend. We chose to move away from using any palm oil for frying in 2011 and no longer use it in any of our products. As well as being the right thing to do for the environment, this move also meant we lowered saturated fat in our chicken by 25%.
- 100% of our menu falls beneath the PHE guideline for the maximum number of calories per portion for products in the eating-out-of-home categories.
- We worked with Bite Back as part of their Food Systems Accelerator Programme, which partnered young people with industry to test changes within businesses to make healthy food more visible.
- We are now exploring a new health innovation project with Nesta to support us to develop a longer-term nutrition strategy, and to identify potential health interventions which can positively impact the healthiness of our menu, transparency of data and scale up successful interventions across the business.

“Growing up, my parents would always take me to KFC as a treat for a sharing bucket because they trusted that at KFC we would eat real, wholesome chicken – what they called “proper food”.

Fast forward thirty years and I am lucky enough to be in charge of that proper food! We are a brand universally known for selling fried chicken, but what many people don't know is we've been improving the nutrition of our menu for years.

The fact is that people are finding it harder than ever to maintain a balanced diet, and it is my job to make sure every Hot Wing or piece of Popcorn Chicken has that same finger lickin' taste but also to prioritise nutritional balance on our menu whilst continuing to offer choice to our customers. I am really proud of the progress we have made on our nutrition journey so far and believe in the businesses commitment to keep driving forward this work and hitting our nutrition ambitions.”



Jo Tivers, Director of Food & Quality, KFC

CHAPTER 5: OUR PEOPLE

Our chicken might be delicious, but the only way anyone gets to enjoy it is through the hard work of our 33,500 team members across the UK.

The reality is we are a people business. Our chicken might be the original and best, but it is still only really the side dish compared to the importance of our team members.

Roles at KFC feed people's potential. They can teach valuable skills, offer flexibility, provide training and development and unlock progression to fulfilling careers.

We are incredibly proud of how we create opportunities for people to progress through our business. For example, a Team Member can move to the next level and become a Team Leader in just 12 weeks. From here progression can continue to come rapidly, and can very quickly lead to people managing restaurants with multi-million-pound revenues and with an earning potential of up to £50,000 including bonuses after only a few years. Progression is continuous and is an amazing lever for social mobility in communities across the UK.

A FLAVOUR OF THE PROGRESSION ACROSS THE BUSINESS EACH YEAR, APPROXIMATELY:

1,700 PEOPLE

ARE INTERNALLY PROMOTED FROM TEAM MEMBER TO TEAM LEADER, OUR FIRST LEVEL OF MANAGEMENT

330 PEOPLE

ARE INTERNALLY PROMOTED TO BE A RESTAURANT GENERAL MANAGER (RGM)

84 PEOPLE

ARE INTERNALLY PROMOTED TO 'ABOVE RESTAURANT' ROLES - EITHER AS AREA COACHES OR PEOPLE CAPABILITY COACHES



“ I joined KFC in my late 20s and 15 years later, I’m the General Manager. The opportunities I’ve been given within this business are huge. There is no business that provides opportunities to people like KFC does.

Just the other day I met an RGM called Craig, he's 25 and running a restaurant that turns over £2.5 million. He told me about his journey—dropping out of school, feeling lost without much going for him. Now he is building a business, and KFC was the leg up.

Every role I’ve taken on within KFC has been one of transformation.

From my very first job as an Area Manager in Ipswich, where I was tasked with turning around some of our poorest performing restaurants. Then I was handling operations during our infamous chicken supply issue, which was really tough but I think we had one of our best, and most iconic responses to.

Now today taking on running the UK&I business - I know I work best when there’s a clear challenge ahead of me. ”

Rob Swain, General Manager, KFC UK&I



“ I’ve always felt like the brand has continued to reinvest in me year on year. At KFC you’ll find more than you ever expected – friendships, opportunities, and people who believe in you. ”

Luke Jackson, Global Operations Director KFC

Luke Jackson’s journey with KFC began nearly 20 years ago as a 16-year-old Team Member at the Paston Parkway restaurant in Peterborough. Since then, his career has spanned several levels of the business, from a Restaurant Manager to Head of Franchise Operations in the UK, and now Global Operations Director based in Dallas. His story is a powerful example of how KFC invests in and nurtures its people, creating opportunities at every level.

Throughout his career, Luke has benefited from KFC’s commitment to personal development. From leadership programmes to a fully funded degree, Luke credits KFC with helping him unlock his potential.

He now sees his role as helping to multiply those opportunities for others and believes that by investing in individuals, KFC creates a ripple effect of growth, leadership, and opportunity that strengthens teams, communities, and the wider economy.



CASE STUDY

Pauline Richards, longest standing KFC UK employee, Taunton East Street restaurant

Pauline Richards, 74, holds the title of the world's longest-serving KFC employee, having dedicated 47 years to KFC restaurants in the South West. Since joining the team in 1978, she's taken on a range of roles, including team leader, cook and cleaner.

Over nearly five decades, Pauline has become a cherished member of the KFC family and a true role model in her local community. Pauline has had the pleasure of working alongside both her daughter and grandson in their local KFC, and loves catching up with younger teammates about their lives at college and university. Known affectionately as "Miss KFC," Pauline continues to inspire everyone around her with her warmth, dedication, and love for the job.

“I love working here, I like meeting people, and my favourite food? It's fried chicken!”



From longest, to youngest

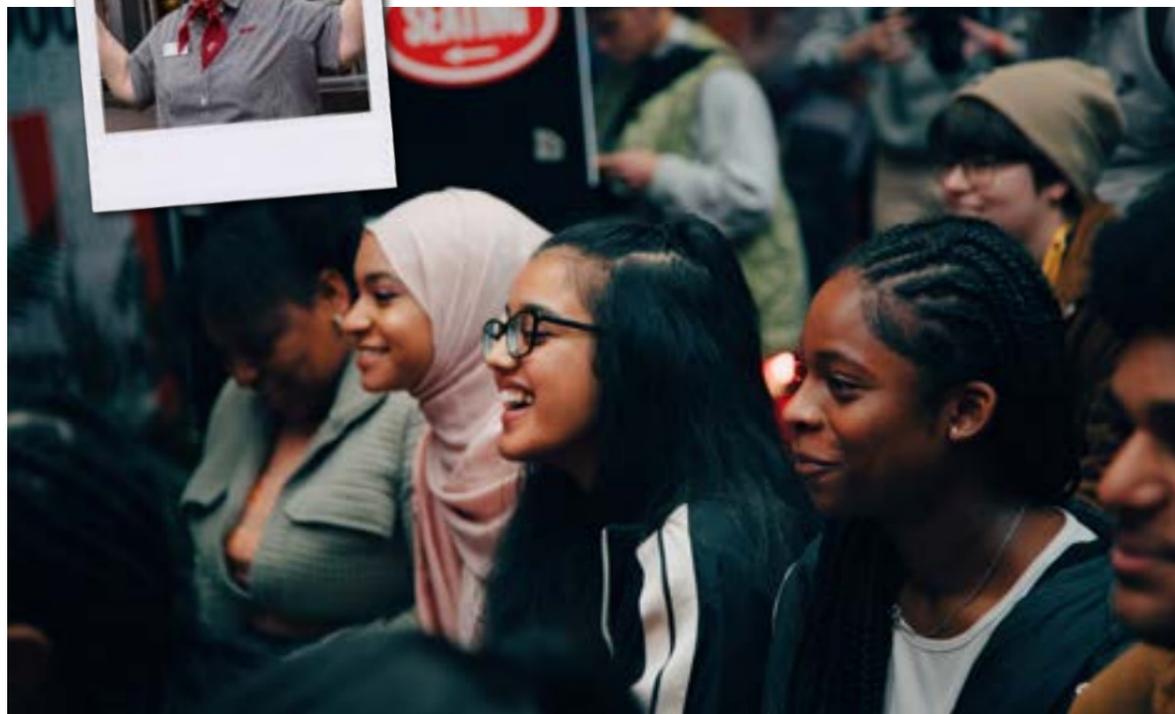
At KFC we are fortunate to be one of the largest employers of young people in the country, and we see first-hand the incredible potential across the young people on our teams. Many of our team members join KFC at the start of their working lives - we have been the 'first job' of thousands of young people - and that is a responsibility we take incredibly seriously.

Today 65% of our workforce are under the age of 25, giving us daily insight into the realities of life for young people across the UK&I today. Many young people who apply to work for KFC face massive challenges. Some have been living in care, some are themselves young carers, some didn't have the best start in life, and some didn't get on with school. And many of these young people are now facing greater challenges than ever before. The Covid pandemic took away crucial skills and career development opportunities from young people across the country and increased the gap between the best and worst off in our society. Now faced with ongoing cost of living challenges and an uncertain economy, those that missed out risk being left behind in the jobs market.

The latest statistics show the scale of the impact this has had on young people's participation in the jobs market.

An estimated 13.4% of all young people between 16 and 24 years in the UK were not in education, employment or training in October to December 2024, a total of 987,000 young people, an increase of 110,000 on the year before.

We know that working in a restaurant is a perfect training ground for work of all kinds - providing opportunities for young people to build self-esteem, confidence and learn teamwork. Whether as a first step to a career in hospitality or as a stepping-stone to jobs elsewhere, restaurants can play a huge role in opening up opportunities and driving social mobility in communities across the UK.



At KFC we see the incredible potential young people have to make a difference in the workplace, but recognise that there can be barriers standing in their way to achieving their full potential at work.

HATCH

This is why in 2022 we launched the Hatch programme, in partnership with UK Youth. Hatch is a youth employability programme that aims to support young people into long-term employment. Hatch is a free, 8-week employability programme for young people aged 18-24, which provides work experience, workshops, training, and a guaranteed interview for a role at KFC. The training includes:

- 10-hours of pre-employability workshops
- Four weeks of paid work experience, which can include 13 hours a week with us at KFC or another partner
- A series of mock interviews, offering real-life practice to young people

Initially developed alongside UK Youth, the programme is now run by KFC and the KFC Youth Foundation, who work directly with local community youth organisations to deliver the training.

We are incredibly proud of the Hatch programme and the difference it has made so far to young people across the UK, to help them overcome barriers and start to thrive at work.



“The best bit of my job is seeing the young people in our restaurant teams grow and flourish. The energy, enthusiasm and drive I see is incredible, and we want to do all we can to bring more young people into roles that can teach them so much.

That is why we launched Hatch. The programme has had an amazing impact on young people that have faced barriers beyond their control, barriers that have stopped them succeeding at finding a job. But the programme has also been brilliant for KFC, as these young people bring so much to our business every day.”

Kat York, Chief People Officer KFC UK&I

“We are delighted to have partnered with KFC to launch Hatch, the employability programme offering young people paid work experience. The positive impact on young people taking part in the programme has been exceptional, with 1 in 3 participants being offered a job on completion of their work experience. This showcases the importance of employment programmes for young people, especially with increasing numbers of under 25-year-olds being considered as not in education, employment or training.

We would like to thank everyone involved in making Hatch the successful, life changing programme that it has become. We know that Hatch will continue to change the lives of young people, and we look forward to seeing the programme grow and develop through the KFC Youth Foundation.”

Vicky Browning OBE, Interim CEO of UK Youth



HATCH IMPACT

SINCE LAUNCHING
3 YEARS AGO...

HATCH HAS HELPED
1000 YOUNG PEOPLE

across Greater Manchester, the Northwest, the Midlands, the East of England, and Scotland.

IN 2024,
1 IN 3 YOUNG PEOPLE

WERE DIRECTLY OFFERED A JOB ON
THE BACK OF THEIR WORK EXPERIENCE
DURING THE PROGRAMME.

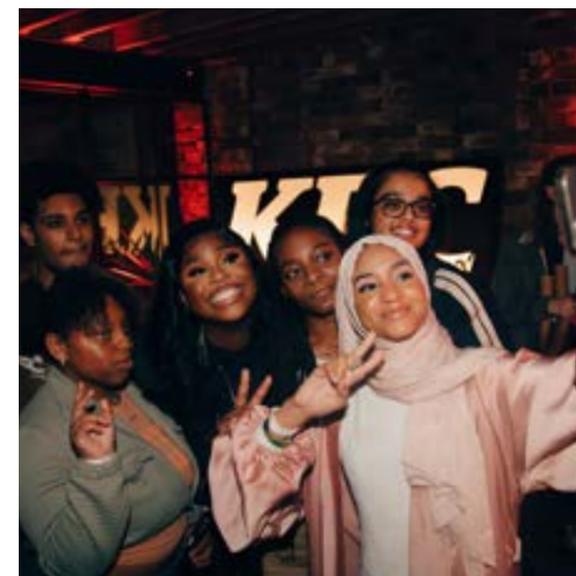
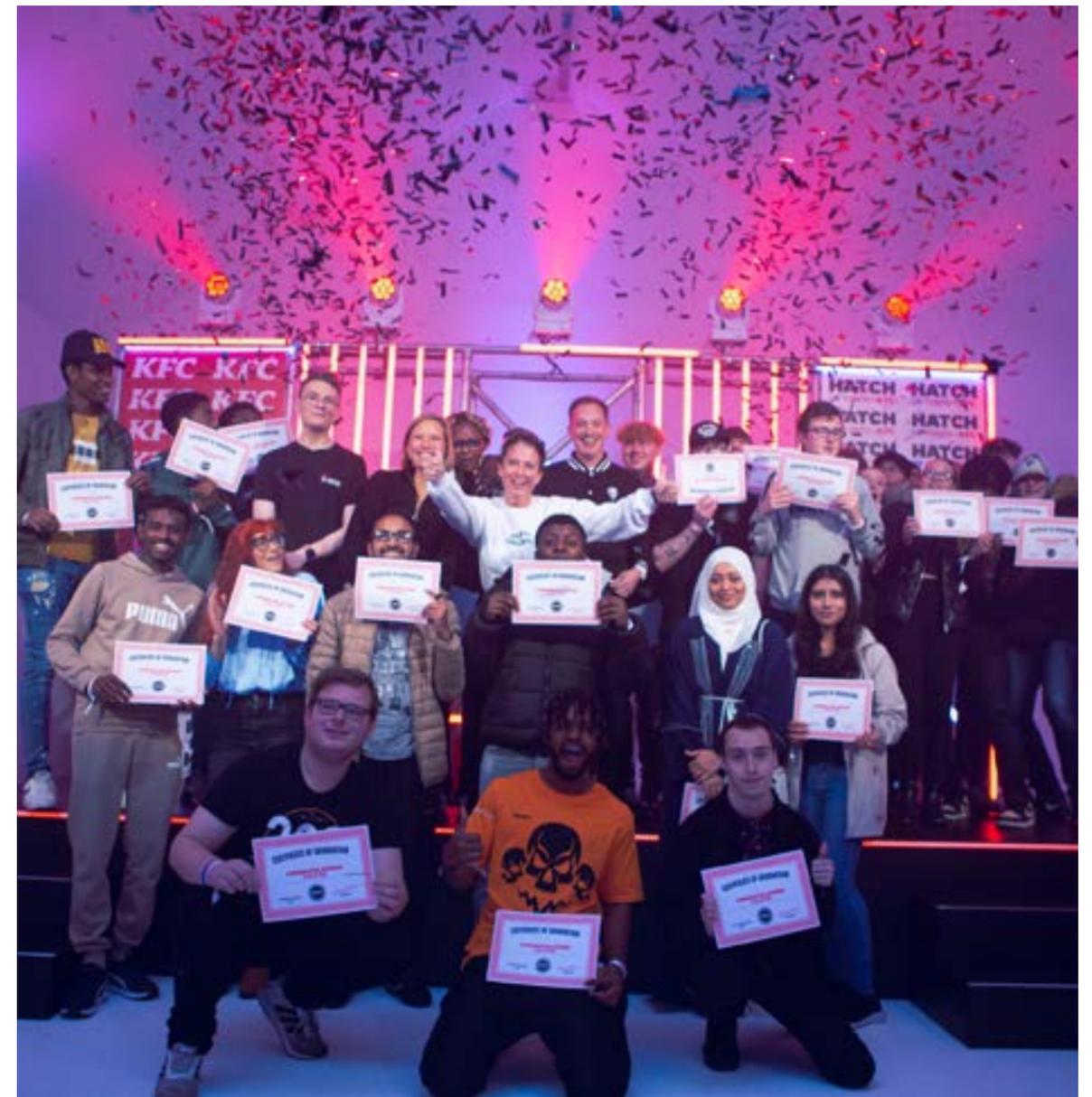
IN 2024,
**110 YOUNG PEOPLE
WERE OFFERED A
JOB AT KFC,
101 TOOK UP
THE OFFER.**

IN 2024 ALONE,
519 YOUNG PEOPLE
WERE ENGAGED IN THE HATCH PROGRAMME.

90% WERE NEETS & 75% OF THESE YOUNG PEOPLE COMPLETED THE PROGRAMME,
SHARING POSITIVE FEEDBACK ON THE VALUE THEY FOUND IN THE PROGRAMME.

**3 MONTHS AFTER THE PROGRAMME,
63% WERE IN EMPLOYMENT, EDUCATION OR TRAINING.**

Showing the real world impact the programme is making to
help young people enter and stay in work.



KFC and the KFC Youth Foundation have committed to growing and investing in the Hatch programme to expand its reach to more communities across the UK.

We are delighted that the value of the Hatch programme has been recognised by the Government. This year KFC will be joining forces with the Department for Work and Pensions by integrating Hatch as one of the Government's employment preparation programmes to tackle the increasing challenge

of young people being out of work or education. Through this partnership we will create a pilot pathway for young people in Liverpool and Essex to access paid work experience in KFC restaurants and a guaranteed job interview, as well as ongoing support for career development in hospitality.

The scale of the challenge to help young people access and thrive at work is too large for one organisation to solve itself. We look forward to working in partnership with the Government and others to keep breaking down barriers to work for young people.

“Partnering with KFC to help deliver their Hatch programme through our SWAP framework is a powerful example of what’s possible when business and Government work together to deliver real impact. A key priority and focus for us is on removing barriers to work – and often, that means giving young people the extra support and encouragement they need to succeed.

It’s not just about filling vacancies; this partnership creates lasting value by supporting young people in local communities whilst also helping KFC to unlock even more potential in their people. We’re proud to be part of a programme that turns policy into meaningful progress.”

Debbie Woodcock,
Deputy Director Strategic Relationships Team,
Department for Work and Pensions

CASE STUDY

Leah, 19, is a Team Member at KFC's Hagley Road restaurant.

She started on the Hatch Programme in September 2024 and, having successfully interviewed at the end of her training programme, now works full time at the restaurant.

The Hatch Programme helped her gain the skills and confidence needed to work full time at KFC, and she now has ambitions to work her way up to being a Team Leader at the restaurant.

Working at KFC has enabled Leah to work with people of different ages and from different backgrounds, and several of her colleagues have grown into friendships outside of work.

“The Hatch Programme is exactly what you make of it. If you take it seriously and you want to learn, then it's a fantastic opportunity for young people.”



CASE STUDY

Beth Smith, Team Member, KFC Trafford Centre.

Beth, 24, is a full-time employee at KFC's Trafford Centre store. She started out on the Hatch programme in 2024 at KFC's Trafford Centre restaurant, and upon completing her training was offered a full-time role as a Team Member.

The Hatch programme helped Beth learn vital skills needed to thrive in the workplace, such as time management and flexibility - and she's now looking to develop further to become a Team Leader.

She was recently appointed to KFC's Youth Advisory Board, where she and other young people both in and outside of the business, ensure that the voices of colleagues like her are heard by the business leaders at KFC.

“Young people offer fresh perspectives and great potential, yet age bias limits their opportunities. The Youth Advisory Board goes beyond inclusion – it values young people's insights to drive real change at KFC.”

CASE STUDY

Catch22

Catch22 is a social business with a 200-year history of supporting people who are furthest from the job market. Guided by the belief that everyone deserves a good place to live, a purpose, and good people around them, Catch22 delivers services that build resilience and aspiration across the UK.

As one of the local delivery partners for the Hatch programme, Catch 22 have been able to expand their employability support for young people in the West Midlands and Greater Manchester. In particular, the opportunity of work experience and real routes into work provided through the Hatch programme have been hugely helpful for the young people that Catch 22 works with.

One such young person is Jonathan. Before being involved in Hatch, he had never had a job and didn't think he stood a chance of getting one, without relevant experience. But after a successful placement at a KFC in Greater Manchester, he gained confidence, extended his role, and left feeling equipped for future employment.

Jonathan's advice to others considering Hatch

“Just go for it and don't stress about it! It's way less stressful than going into a normal job. Everyone on Hatch [KFC and Catch22] were way more patient as they knew it was my first time in employment.”



CASE STUDY

Faizah, RGM and Hatch manager, KFC Shirley

Faizah joined KFC five years ago as a Team Member, unsure of what to do with her future. She very quickly saw the potential for KFC to be a fully-fledged career option for her, and she's not looked back since.

In her role, she is responsible for ensuring the smooth running of the restaurant and also supports Hatch candidates when they first join. Getting into the details of how to run the restaurant has helped her learn more about what it takes to run a successful business, which is something she never even considered prior to KFC.

She sees the value of programmes like Hatch in opening doors for young people, enabling them to grow their confidence and skills. One of her Hatch graduates, Zak, has gone on to become a Team Leader at just 19 years old, which is something she is incredibly proud of.



“There are so many possibilities at KFC, which is what makes it so great. If you're willing to invest time and effort into the job, then KFC will equally invest in you.”



“It's about reducing blockers from the start and building success from there. You see the growth in independence in the young people involved is huge, even beyond the restaurant – learning to catch a bus to work, earn their own money, even going out with friends – it builds confidence, resilience, and life skills.”

CASE STUDY

Geri, RGM and Hatch Manager, Falkirk, Callandar Road

Over the past three years, Geri has played a leading role in delivering the Hatch programme, working closely with a local community trust. Since then, she has supported many young people in taking their first steps into employment – with three current team members having come through the programme.

Geri believes that tools like Hatch can be a ‘passport’ to success for young people and that the tie in with youth workers is a crucial ingredient for young people with additional needs such as autism, ADHD, or dyslexia.

From helping with application forms to arranging early uniform collection or pre-start visits, Geri and her team go the extra mile to reduce anxiety and remove barriers to young people entering the world of work.

Culture, Opportunity and Belonging

At KFC we have also taken a look at our own workplace, and how we can make sure it is as accessible for young people as possible. Through this work we have:

- Launched the KFC Youth Advisory Board, created with Youth Beyond Borders, which aims to ensure the voices and views of young people are reflected and built into business initiatives.
- Undertaken a full review of hiring practices, led by the Youth Advisory Board, to ensure our practices are accessible and inclusive of young people, enabling young people to have a fair shot at landing their first job.
- Created the Kentucky Club, an inclusive members club for 16–24-year-olds from all backgrounds, which provides workshops for young people to help build their skills, network and find a job



CASE STUDY



Lamin Tarawally, Chair of the KFC Youth Advisory Board

Lamin chairs the KFC Youth Advisory Board, established in 2024. Lamin is currently studying Global Development at SOAS University and is deeply interested in socio-economic transformation and policy innovation.

His expertise in strategic planning is showcased through his consultative roles with diverse for-profit and non-profit organisations. Lamin excels in incorporating youth insights into high-level strategic decisions, significantly improving the adaptability and overall impact of the organisations he collaborates with.

“The Youth Advisory Board isn't just about giving young people a seat at the table; it's about valuing their unique insights and experiences to drive impactful change within KFC.

Through this initiative, we aim to foster a workplace culture that not only welcomes young voices but actively seeks to learn from them.

This is a powerful opportunity to re-frame how businesses engage with the next generation.”

We always want to make sure we keep feeding people's potential once they are part of the KFC team (or coop!)

This includes investing throughout people's careers, offering opportunities to gain hugely valuable skills and qualifications. Through the Government's Apprenticeship Levy KFC invested over £105,000, which allowed 38 team members to access degree apprenticeship programmes per year.

At the same time the business invested £150,000 in leadership development training, allowing more than 60 participants to gain a degree or post-graduate business management qualifications.

CASE STUDY

Daniel Marshall, Region Coach KFC Northern Ireland & Republic of Ireland

Daniel undertook a three-year Chartered Manager Degree Apprenticeship at De Montfort University, facilitated by KFC to support his progression through the business.

When he joined the apprenticeship programme Daniel was working as an Area Coach overseeing seven KFC restaurants. The degree apprenticeship is designed for aspiring leaders, combining on-the-job training with academic modules in areas like financial analysis, leadership, project management,

and strategic planning. During the period of the course Daniel has been able to take on significant development opportunities, first as Digital Operations Lead, then Operations Excellence Lead and now managing operations across KFC's business in Northern Ireland and in the Republic. The teaching from his apprenticeship has allowed him to take these changes in his stride, smoothing transitions thanks to coaching on how to manage senior stakeholders and challenging situations.

Through the programme Daniel earned a Level 6 BA (Hons) in Business Management and gained Chartered Manager status through the Chartered Management Institute.



“I believe investing time in career development is essential, as it adds tremendous value. The programme has sharpened the knowledge I already had in this field, especially since I've always been responsible for large profit and loss- one wrong decision could cost the business millions.

While I had operational experience, I didn't necessarily have the same depth of understanding. The academic aspect, combined with networking across the cohort, has allowed me to draw on their insights, perspectives, and experiences, enriching my approach significantly.”

We have a long-standing commitment as a business to build the next generation of leaders.

One way we are delivering this is through our Female Leaders Programme which has been a hugely impactful programme across our business providing coaching, mentoring and workshops to support our female team members to be fantastic leaders, whether that be in a restaurant, at an area level or in our head office.

Beyond this, our Rise Grants are available to female restaurant team members and offer up to £3,000 in personal development funding. These grants are designed to support passions, skills, and growth outside the traditional workplace, enabling women to flourish in all areas of their lives, both in and beyond the restaurant.

We are proud to be a partner of Women in Hospitality, Travel and Leisure, (WiHTL) an organisation committed to driving equity, inclusion, and belonging across our industry. Through this partnership, KFC team members can access a range of opportunities designed to elevate under-represented talent and foster leadership.

Alongside this, WiHTL allows us to mark and track our progress against other businesses. By comparing our initiatives against industry standards, we're able to shape more meaningful and strategic actions that drive lasting change within our business.

But we know that the proof of progress against our commitment to removing barriers to women in the workplace must be our gender pay gap. We are delighted to say that our hard work is leading to clear, tangible results. In April 2024, our mean gender pay gap was -2.72%, this is a **reduction of 3.6% since April 2023** and means that we now pay women equally to their male colleagues. We are immensely proud of this result and have achieved this a year in advance of our stated ambition to **achieve parity by 2025**. We also continue to report a **0% median pay gap**, a position we have sustained since 2017. Additionally, we have maintained gender parity in our executive team for another year, **with 60% of the team being female leaders**. We have achieved this parity by continuing to focus on increasing representation of women across the business, and particularly at Restaurant Management and Director levels.

All of these initiatives are a part of our commitment to ensuring our talent is supported to reach their potential.



We have found that a really important part of helping people thrive at work is to create a culture where everyone can be their best selves, make a difference and have fun.

We value, support and celebrate all the things that make our team members authentic and original.

Our **'United by the Bucket'** manifesto, is a promise to all our people, supported by a clear commitment that ensures we are making room for all people and voices at our tables.

A key part of making sure everyone feels welcome and supported to be their best self are our global Communities of Belonging. These are employee-led groups that bring together people from all walks of life to embrace and share their backgrounds, interests or experiences.

Each group is sponsored and championed by a member of the UK leadership team. **Just a flavour of these groups:**

KENTUCKY FRIED PRIDE

- Champions, celebrates and raises awareness of the LGBTQ+ community at KFC.
- Develops training and education resources to drive LGBTQ+ inclusivity and allyship.
- Advocates for processes and practices that enable better experiences for LGBTQ+ KFCers.

RADIO: RAISING AWARENESS OF DIVERSITY, INCLUSION AND ORIGINS

- Raising awareness of and celebrating key cultural moments in the calendar, from Ramadan and Eid, to Diwali and Black History Month and many more.
- Creating spaces for conversation and learning around different cultures through podcasts.
- Creating a restaurant toolkit to help educate and support teams.

SEEN

- Showcasing the amazing neurodiverse community and their unique superpowers.
- Providing teams the tools and support to help team members grow and flourish.
- Ensuring we have the right hiring processes in place to remove unnecessary barriers for neurodiverse candidates.

TALK

- Campaigning to break the stigma and normalise the conversation around mental well-being.
- Putting on activities to support mental wellness.
- Offering guidance, resources and top tips to help give support to teams when they need it most.

WOLFPACK

- Creating 'safe spaces' for women to connect and share, through listening groups, mentorship circles and networking events.
- Enabling skill building and leadership development for women via workshops, online resources, the Rise Grant and our development programme, the Female Leaders Programme.
- Building a community of allies and raising awareness of female related topics and issues.

PARENTS INC

- Helping to ensure parents feel supported when returning to KFC after having kids.
- Developing company policy on supporting returners.
- Mentoring, pairing parents from across the business to learn from and support each other.

MEN TOGETHER

- Raising awareness around men's mental health, to help break the stigma that prevents many men from seeking help.
- Fostering a supportive environment where men feel less isolated and creating mentorship opportunities as a sustained form of support.



CHAPTER 6: OUR SUPPLY CHAIN

There is of course only one secret recipe. And it is a well-guarded secret, so we are not going to share it here.

But the flavour, the ingredients, the quality and the passion that goes into every KFC meal is the result of the hard work of teams, not just within KFC, but also from the hundreds of businesses across the UK that partner with us through our supply chain.

In 2023 KFC spent **£856 million** with our UK-based suppliers. But the numbers do not tell the whole story of the relationship between KFC and our UK suppliers. We choose to work with businesses that can be true partners to us. Partners that are in it for the long run and want to grow with us in the UK&I. We pride ourselves on our long-term relationships which give us the confidence in our ability to grow our business. In turn, our relationships with key suppliers have given them the confidence to invest and grow their own businesses in the UK, spreading the economic benefits of KFC's investment in the UK even further.

CASE STUDY

McCormick

KFC's long-standing global partnership with McCormick began in 1980. Over the last 45 years, they have played an integral role supporting the brand across seasonings, coatings, marinades, and sauces, including the classic Supercharger sauce and KFC's UK dip pot range.

They have collaborated closely with the KFC team to make sure that our flavours constantly win with customers. Recent innovations include the launch of Buffalo Sauce and Festive Cranberry Sauce. McCormick has also been a vital partner in our ongoing work to diversify our range and make sure we are offering balanced and lighter options. Earlier this year, McCormick began supplying the business with Original Ranch, Zinger Ranch, and Cajun seasonings that add the flavour punch to our new Rice Bowls, whilst remaining under 600 calories.

McCormick have a significant presence in the UK and have recently invested and opened a state-of-the-art manufacturing facility in Peterborough, that will support the growth of their key customers including KFC. With digitalisation and automation at the forefront of the design, the site has capacity to meet future demand and has been built to deliver breakthrough innovation, as well as food safety and quality excellence. It's also on track to become McCormick's first Net Zero Carbon Building. We want to work with partners that share our values and are delighted that McCormick is also an ongoing supporter of the KFC Youth Foundation.

We love to showcase the role of our partners in our success and have recognised the McCormick team on multiple occasions for their hard work on product development and consumer insights capabilities plus their commitment to health and wellness. Going forward, both sides want to build on this success and continue to grow through cross-functional expertise, creativity, and responsiveness.



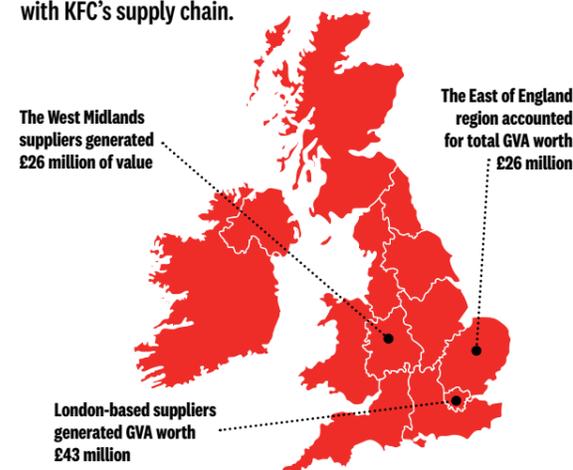
“This is a true long-term partnership, reflected by the alignment of our values, sustainability goals, and growth strategies. Over the last four-and-a-half decades we have worked hard to support KFC's business both in the UK and further afield. We are proud of what has been achieved and are excited for the future.”

Laura Pert,
Global YUM Commercial
Director for McCormick

The GVA generated per year by our supply chain in the UK is **£251 million**. The key industries in the UK where this value is being added are:

- (Of course) suppliers of food and drinks, at **£74 million**
- Suppliers of professional services at **£54.8 million**
- Providers of construction services at **£30.2 million**
- Suppliers of business support services **£21.0 million**

Our supply chain has a footprint across the whole of the UK, meaning every nation and region of the UK&I is benefitting from the knock-on impact of KFC's spend. But three regions stand out as benefitting most from the relationship with KFC's supply chain.



As well as adding value, KFC's relationships with businesses in the UK creates approximately **2,930 jobs**. These roles are split across multiple sectors of the UK economy, with the largest proportion created in:

- (Naturally) Food & drink manufacturing: approximately 1,266 supply chain jobs
- Professional services: approximately 450 jobs
- Construction services: approximately 309 jobs
- Business support services: approximately 260 jobs

These jobs are again spread across the UK, but with particular peaks of jobs located in the **West Midlands, approximately 436 jobs, London approximately 412 jobs, Northern Ireland approximately 289 jobs and the East of England approximately 279 jobs.**

AS KFC GROWS OVER THE NEXT FIVE YEARS, OUR PARTNERS ARE PROJECTED TO GROW ALONGSIDE US.

Our investment of **£404 million** in our supply chain to 2030 is due to bring:

- An extra **450 jobs** in the first tier of KFC's supply chain across the UK
- Boost the number of roles needed to support restaurant expansion and refit per year up to **570**, compared to 310 roles currently
- Overall GVA to the UK across our supply chain to rise by an additional **£39 million** a year by 2030 compared to 2023 levels

KFC is of course a global business, and our international reach gives us the hugely valuable experience and expertise of global brand standards for our suppliers.

All our suppliers must work to a code of conduct and are audited to monitor compliance. This system allows us to use our reach to ensure that businesses in our supply chain have the same values as we do, for example on making progress towards net zero, our suppliers are required to annually report on their progress around GHG emissions, specifically:

All suppliers must annually report on their progress around:

- **Our suppliers** must use their best endeavours to reduce their GHG emissions. Actions should be in place to aim to reduce GHG by at least 46% (based on 2019 levels) by 2030 on per-metric ton supplied
- **All suppliers must measure and report** GHG emissions and carbon footprint to KFC Western Europe annually
- **All suppliers** must report actions taken to reduce emissions and demonstrate year-on-year reduction of GHG emissions in line with their targets

We also want to encourage our suppliers to publicly commit to setting a science-based net-zero goal (including near-term and long-term science-based targets) for reducing GHG emissions in line with the Science Based Targets Initiative (SBTI), preferably in line with our own commitments, and have it validated by SBTI.

We also encourage suppliers to register and disclose annually their GHG emissions on CDP (Formerly Carbon Disclosure Project) standardised reporting system.

An example of how KFC is adding value to areas even where we have no restaurants...

In West Worcestershire our relationship with our partner Westbridge Foods, created approximately 193 jobs and generated **£10.9 million** of GVA to the area.

CASE STUDY

Fourth

Fourth is a leading technology systems supplier to the hospitality sector and have worked as close partners with KFC for the last 20 years. Fourth has a significant presence in the UK, with a base here since 1999, and offices today in London and Macclesfield.

Fourth's systems are the backbone of KFC's restaurant operations. Everyday, Restaurant General Managers rely on Fourth in order to ensure the smoothest possible running of their restaurants. Essential systems delivered by Fourth allow KFC teams to handle inventory, order stock and reconcile usage, as well as undertake cash management for reconciling team member pay with shifts and providing live point of sales data and forecasting for future restaurant needs.

Fourth's quick service restaurant inventory management platform, MacromatiX, specifically has helped KFC managers order the right amount of product, preventing both over and under stocking. This solution has allowed KFC to save money, by correctly calculating how much food is needed and when, and time, by giving managers back crucial hours to be with guests on the floor instead of in the back room.

Overall, Fourth empowers our restaurants with the information they need to make them more efficient, allowing RGMs to focus their time on team member support and customer experience.

As a trusted long-term collaborator, Fourth has worked alongside KFC UK&I to address emerging business challenges with innovative solutions.

A recent example of this successful collaboration is the inventory optimisation initiative. Together, KFC and Fourth implemented Fourth's mobile forecasting and inventory management solution. This cutting-edge system has significantly streamlined operations, reduced operational complexity, and established both the technical infrastructure and operational framework necessary for integrating advanced technologies such as Fourth's iQ and RFID scanning for receiving and counting.

Improving environmental sustainability is embedded within the relationship, and Fourth's AI powered forecasting has allowed KFC to make important improvements in reducing food waste, as well as minimising the business's carbon footprint through smarter inventory and delivery vehicle optimisation.

“Our relationship with KFC is built on deep trust and open and honest feedback. We have collaborated over the years to find innovative solutions to support KFC's growth, and we know our systems make a real difference in restaurants every day. Ours is a good, honest partnership, and we are delighted that they continue to trust us to innovate to help solve new business challenges and take advantage of opportunities as they arise.”

Andreas Mettler
Director of Strategy for Fourth



We may be a global business, but where we can, we always want to keep our sourcing as local as possible.

This principle means that we have a significant UK supply base, especially for our food. So any time you pop into a KFC, you will find:

- 100% British and Irish chicken on the bone
- 100% British fresh produce, so your lettuce and coleslaw
- 100% British seasoning, spices and brand sauces - Hello British gravy
- 100% British burger buns and tortillas for your wraps
- 100% British wheat for your chicken breading
- 100% British sourced soft drinks, bottled by Britvic
- 100% British and Irish ice cream

Oh and you can take that all away in your 100% British sourced and manufactured Bucket.



These suppliers help us make sure that every visit to KFC today is finger lickin' good. But they're also helping us think about the KFC of the future. Partners are an important part of our innovation and planning. Across our business they work hand in hand with our teams to bring new menu items to life.

A great example of the detailed work with our partners on any new project is on the pilot of Kwench, our new speciality drinks brand, being trialled at the moment in Manchester offering lemonades, refreshers, iced coffee, and milkshakes. To make Kwench a reality our teams had to work with more than 20 suppliers to create the Kwench Bench, that brings together all the equipment needed for our team members to easily prepare these drinks for every guest.

Another amazing collaboration has been with our fresh produce supplier Nature's Way Foods to make our new Rice Bowl really pack a punch with fresh, crispy veg.



CASE STUDY

Nature's Way Foods

Nature's Way has been working with KFC since 2022, supplying restaurants with products including salad, coleslaw and baked beans for the last three years.

The partnership has led to multiple investments, including investment from Nature's Way in a new bespoke preparation line for baked beans, which is able to run in entirely automated capacity and is dedicated for use by KFC.

More recently, Nature's Way teamed up with KFC to help develop and launch the new Rice Bowl, packed with fresh, crispy salad. Nature's Way provided the salad base and worked closely with the KFC team to make sure only the freshest, highest-quality ingredients made it into the final product.

Nature's Way partners with English growers in the South-East, North-West and East Anglia as well as across Europe, to provide the freshest produce possible while ensuring it is doing the best thing for its employees and the environment. Sites supplying KFC are powered by solar energy, and responsible farming methods are in place to protect the environment and promote long-term sustainability.



“We are extremely proud of our partnership with KFC in which we are privileged to supply 100% of Leaf, Coleslaw and Beans. Our partnership began with us commissioning an exclusive line for KFC to solve a problem they wanted to fix and has grown from strength to strength ever since. Our passionate people are at the core of our success and we love collaborating with the KFC team. Through delivery of quality, service and value we ensure that KFC guests are delighted every day.”

Ciara Whitehead,
Chief Commercial Officer,
Nature's Way Foods



The crucial piece of our supply chain journey is of course our chicken.

Chicken is who we are, it's in the name. We use real chicken; hand-breaded and freshly prepared in our restaurants each day. We take pride in the quality of the food we serve, and that quality starts with chickens that are well cared for, sourced and raised humanely.

That's why we work really closely with our chicken suppliers who uphold and adhere to our strict welfare standards whilst supporting best practices – from proper ventilation to light and space requirements. Our supplier partners are critical for the care of the birds supplied to our restaurants.

We care deeply about the chickens we cook with at KFC, and we know our customers do too. That is why we have been working hard to improve the welfare of chickens in our supply chain for the last 20 years. Our suppliers have been with us every step of the way, updating procedures and sharing data that is essential to the progress we want to make.

On an annual basis we report on how the welfare of our chickens has improved against key indicators.

[You can read our latest welfare report here.](#)

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OUR PRIORITIES FOR THE NEXT STEPS ON CHICKEN WELFARE ARE:

1. Making tangible year on year progress on improving chicken health and welfare.
2. Ensuring birds are provided with appropriate enrichment such as perches and items to peck, as well as access to natural light.
3. Increasing the amount of room our chickens have to roam and exhibit their natural behaviour.

To achieve these priorities, we are working in close partnership with our long-term strategic partners Pilgrim's Europe and 2 Sisters Food Group. Together we are making important progress:

- All our KFC Original Recipe chicken is from British and Irish farms and covered by independently verified farming standards.

- By October 2025 all KFC chicken on the bone will be from birds that live in a stocking density of 30kg per square metre. **A big milestone.**
- Across all of our chicken we have been increasing the number of birds who have access to daylight and enrichment. Within our latest reporting period, we can see 72% of birds are provided with enrichment and 70% have access to daylight.

We are continuing our hard work with third party experts and NGOs to conduct independent audits, hold our suppliers to the highest standard possible, and drive improvements where needed. KFC is committed to pulling contracts with any suppliers that don't meet our high Sourcing Code of Practice.



CASE STUDY

Pilgrim's Europe

Pilgrim's Europe (Moy Park) has been a key strategic partner to KFC since 1985, providing a significant proportion of the chicken that you will find on the KFC menu today from their farms.

There are more than 600 Pilgrim's Europe poultry farms across the UK, with a significant proportion in Northern Ireland across County Tyrone, County Armagh, County Down, County Antrim, County Londonderry, and County Fermanagh, as well as English farms in Lincolnshire, Staffordshire, Derbyshire, Nottinghamshire, Norfolk, Suffolk, and Yorkshire. From these farms Pilgrim's predominantly provides KFC with both fresh chicken on the bone and fresh marinated chicken to be prepared in-store. This relationship has developed over the last 40 years with Pilgrim's Europe farms adapting to provide the changing needs of KFC customers. At the same time, the strength of the partnership and mutual trust has allowed Pilgrim's to strengthen its investment in the UK, including developing bespoke processing lines at its UK sites.

The success of this partnership is also due to the shared values between KFC and Pilgrim's. A clear example of this is our joint desire to increase the welfare of chickens across our supply chain. Pilgrim's Europe farms have worked hand in hand with our teams on a robust reporting system on chicken welfare metrics to drive continuous welfare improvements through data-driven interventions and farmer training, ensuring better outcomes for birds and providing full transparency for customers.

Through our ongoing collaboration, together KFC and Pilgrim's Europe have been able to make important progress on the key welfare metric of stocking density, meaning the number of chickens that are kept in a certain area. We are delighted that by October 2025 all birds supplied to KFC by Pilgrim's Europe will be kept at a 30kg/m² stocking density. By reducing the number of birds per square metre, this shift provides greater space and encourages more natural behaviours. This approach will improve overall welfare for all birds, as well as helping farmers to manage farm conditions more effectively. We are proud to have been able to take this step thanks to the hard work of Pilgrim's farmers.

Pilgrim's also shares KFC's commitment to reduce the environmental impact and carbon footprint of the chicken supply chain in the UK. Key steps taken by the Pilgrim's team include:

- **Creating a Net-Zero Farm (Beech Farm, Lincolnshire):** Launched in March 2023, Beech Farm is the UK's first net-zero greenhouse gas (GHG) emissions poultry farm, serving as a blueprint for all the company's UK farms. It achieves zero Scope 1 and 2 emissions through ground source heat pumps, heat exchangers, 1MW solar panels with lithium battery storage, and rainwater recycling. The farm also prioritises biosecurity and welfare, with plans to scale this model to achieve net-zero across Pilgrim's Europe's agricultural estate by 2040. This work has stimulated further focused investment from Pilgrim's Europe on the technologies that they have found most useful.
- **Farm Carbon Calculator:** Introduced in January 2023, this tool tracks and monitors GHG emissions in real-time at the farm and flock level, integrating data from Pilgrim's Europe internal systems and SAC Consulting's Agrecalc platform. It enables Pilgrim's Europe to benchmark emissions, identify inefficiencies, and implement targeted reductions, supporting both environmental and welfare improvements across the supply chain.
- **Biodiversity Initiatives:** Partnerships with Keep Northern Ireland Beautiful and local councils (e.g., South Kesteven District Council) have led to Pilgrim's Europe farms supporting projects like the Hedgerow Heroes programme and tree planting to enhance biodiversity around their farm sites.
- **Responsible Soy sourcing:** Pilgrim's is, alongside KFC, one of the signatories to the UK Soy Manifesto, supporting the joint goal of ensuring there is only verified deforestation and conversion free soy across their supply chains by end of 2025.

The partnership between KFC and Pilgrim's Europe will be a vital part of KFC's continued growth, as well as a key driver of continued growth and investment from Pilgrim's Europe farms in communities across the UK.



“Pilgrim's Europe's partnership with KFC is highly valued and seen as a hugely important part of our foodservice portfolio. We share the same high values on animal welfare along with the highest Food Safety & Quality standards. Added to our industry leading progress towards Net Zero and our focus on QSR needs, this makes our two businesses a great fit. Pilgrim's have enjoyed over 40 years in partnership with KFC and we look forward to further strengthening our relationship and supporting KFC's continued growth in the years to come.”

Jean-Marc Spanghero,
Director Foodservice Business Unit, Pilgrim's Europe

CASE STUDY

Allan Robinson, Pilgrim's Europe (Moy Park) Poultry Farmer

Allan has been farming in Blackrod near Bolton for 40 years. He started out by joining his dad when straight out of school, together they answered an advert for locals to build their own farming sheds, and the business built from there. Since then, their business has grown and grown through their relationship supplying Pilgrim's Europe. Today Allan has five growing sheds, housing up to 100,000 chickens of the Ross 308 breed.

Over the years Allan has continued to invest in the farm, this has included replacing older wooden-style sheds, with fully modern clear-span sheds with biomass boilers for heating, all fitted with solar panels. This investment reflects their commitment to reducing their environmental impact.

Allan has also continued to invest in improving the welfare standards of the chickens on his farm. He has now switched to a stocking density of 30kg/m² due to the improved welfare outcomes this delivers, and his sheds are designed for an optimal environment for the chickens.

Allan works closely with the Pilgrim's Europe team to deliver the best outcomes. This partnership includes regular audits and recommendations that Allan can factor into his operations.

For example, following feedback from Pilgrim's on optimising early flock conditions, Allan refined his brooding setup including adjusting ventilation and temperature profiles for different parent flock ages, resulting in improved weight gains among his chickens.

Allan is a fantastic example of the dedication and expertise of Pilgrim's Europe UK farmers that supply KFC.



“The technology on our farm has moved on a lot over the last 40 years, but I don't feel that I'm doing anything different. Everything still always has to be done to the highest standard with the closest attention to detail. That is how you take the best care of the chickens and get the best results. And I still love to unwind with a trip to KFC after a hard week!”



“Chicken is the heart of our business. I want every chicken to live its best life, and we have made some really important progress towards this over recent years, with our partners Pilgrim's Europe and 2 Sisters Food Group. We will keep working together to challenge each other to solve the practical challenges to meet those next steps that we, and our customers want us to take.”

Nicola Jutsum,
Head of Poultry, KFC UK&I

CHAPTER 7: A GOOD NEIGHBOUR

As well as our chicken, we pride ourselves on being a good neighbour in the heart of the communities where we have restaurants.

To us being a good neighbour means being a part of the solution to challenges facing our local communities.

We want to play an important role in feeding people's potential – and we do that directly through our community programmes as well as supporting the work of the KFC Youth Foundation. We are proud to be investing in the next generation, creating a more sustainable and equitable future for young people, and empowering them to reach their full potential.

KFC YOUTH FOUNDATION

Established in 2015, The KFC Youth Foundation aims to empower young people in the UK to fulfil their potential by creating environments and experiences that make unlocking talent possible. The Foundation has three key pillars of activity supporting this mission; community grants, youth hubs and Hatch.

The organisations that the Foundation works with across the UK provide safe spaces for young people, help young people to unlock talent, build life skills and provide mentoring, as well as improving their chances to gain meaningful employment. They want to fund work that helps young people to create firm foundations, by addressing their needs through early intervention.

The Foundation selects local community-based groups across the whole of the UK, to support with financial grants. Since 2015, **the Foundation has delivered over £10 million in grants and donations to community youth projects** and charitable organisations to provide opportunities for education, career development, and personal growth, aiming to create a lasting positive impact on the lives of young individuals.

The Foundation currently provides grants of £6,000 over two years to grassroots organisations. In 2025, 150 organisations across the UK each received £3,000. Since 2015, KFC and our franchisees have donated more than £6.7 million to the Foundation via a product donation mechanism – currently 5p from each sharing bucket.

CASE STUDY

Tony, St Patrick's Youth Club

St Patrick's Youth Club is managed by a volunteer committee and is based in a local hall in the town, which was originally a parish building gifted by the church. They are a multi-denominational youth club catering to young people aged 7 to 18. Children aged 7 to 12 attend one evening a week, while those aged 12 to 18 attend three evenings each week.

The young people they support come from a wide range of challenging backgrounds, including poverty, food insecurity, single-parent households, and communities affected by drug misuse. The main goal is to guide them away from these risks and offer a positive example.

Funding from the KFC Youth Foundation has been directed toward supporting the young people through programmes and trips. The club is more than just a refuge – they teach young

people essential life skills, such as how to wire a plug or use a power drill, and funding from the KFC Youth Foundation is used to purchase materials and resources for youth activities. With increasing pressure due to rise in national minimum wage, external funding has never been more crucial.

Another significant focus for funding has been on mental health. They have used the funding to bring in external professionals to provide advice and workshops on mental health, substance misuse, and the long-term impact of drugs and alcohol. The Foundation's support has also enabled them to organise trips to forest parks, provide transport to various events, and purchase items to enhance the quality of life for the young people.

“Quite simply, we could not operate without the support from the KFC Youth Foundation. Their contribution has allowed us to create a vibrant, supportive, and safe space for the young people in our community.”



CASE STUDY

Kevin Brown, The Why Project

The organisation has been running for six years, creating a home away from home for young people aged 10-17 in and around Edinburgh.

The project operates in one of the most deprived areas of Scotland. Access is completely free, with no charges for any sessions or services and they provide consistent services every week from two community centres, including on Saturdays.



“We are proud to have created a home away from home for young people who need it the most, offering safe and welcoming spaces to spend time, learn and grow. Support from KFC Youth Foundation means we're able not just to meet their immediate needs, but provide fun and educational activities too.”

We know that grants from the Foundation have been making a huge difference to its recipients, but the Foundation is now also challenging itself to become a service delivery partner to directly support young people, rather than just as a financial partner.

The priority for the Foundation's work has been to create amazing safe spaces and develop youth workers that allow young people who most need it, to feel safe and secure. And the Foundation has taken a huge first step towards achieving this ambition, by opening the doors to its first place-based Youth Hub in Middlesbrough in April 2025.

The Hub can support more than 3,000 young people across Middlesbrough and will serve an important role in the local community, providing young people with an inclusive, safe space to learn, grow, meet friends, and access support from youth workers. The opening of the new Hub follows drastic funding cuts to youth services across the UK, with more than two-thirds of council-funded youth centres closing in England since 2010⁵.



“We have seen how the lack of community spaces and access to youth workers, who young people can really relate to, has caused real harm to a generation of young people. At the KFC Youth Foundation, we understand how transformative access to inclusive services and spaces can be in allowing young people to thrive and reach their full potential. That's why we are thrilled to have officially opened the doors to our first place-based Youth Hub in Middlesbrough.”

Louise Norris, KFC Youth Foundation & Communities, Senior Manager

KFC Youth Foundation funding contributes to food provision, which is a central part of the programme, with hot meals available at every session to meet young people's basic needs. Funding also helps activities ranging from cooking and baking to sports like football and basketball, as well as indoor games such as pool and table tennis.

The group delivers informal educational group work on topics such as sexual health, bullying, and exam stress, sometimes using creative methods like newspaper-based learning. Since 2020, a group of young people who came through the programme have become young volunteers and are now trainee youth workers. They are present every night, driven by a genuine love for the space and its mission.

The Hub has been brought to life by the Foundation working in partnership with the local community and Middlesbrough Council.

Through partnerships with inspiring organisations and mentors, the Hub aims to close the gap in services and support for local young people by providing role models, new experiences and development opportunities. Featuring a wellbeing room and training kitchen, local young people will be able to learn new skills, such as cooking and nutrition. For example, the Youth Hub will offer weekly cooking classes that will teach 10 healthy recipes and tips for reducing food waste. Young people at the Youth Hub will also have the opportunity to participate in 'Mic Drop', a programme powered by Bauer Academy to inspire young content creators and build confidence, as well as accessing KFC's pre-employability programme, Hatch.

This is just the first step for the Foundation into operating Youth Hubs. The Foundation is now planning to open three Youth Hubs across the country in areas that need them most by 2030.



“It is more vital than ever to offer support to young people in our local area, which is why I was delighted to officially open the new Middlesbrough Youth Hub.

I know firsthand the potential the young people of Middlesbrough have to offer and I value the KFC Youth Foundation's investment in our local community.”

**Andy McDonald,
MP for Middlesbrough and Thornaby East**

KFC X FareShare Food Donation Partnership

The sad reality is there are 11 million people in the UK currently facing food insecurity⁶. At the same time, we have chicken going spare from our restaurants, that we know is absolutely too good to waste.

This is why in 2021 KFC partnered with FareShare to redistribute KFC's surplus food to communities in need. FareShare is the UK's biggest charity tackling food waste to support social good. They take good-to-eat surplus food from across the food industry, sort it in regional warehouses across the UK, and pass it onto a network of over 8,500 charities and community groups. These include school clubs, community centres and pantries, hostels, refuges, older people's lunch clubs, and hospices.

The work with KFC was a new step for FareShare and its FareShare Go programme and the first time they had ventured into working with a company to provide frozen food to communities. This not only increased the variety of food available, including much-needed high protein meals for those facing food insecurity, but also provided food recipients with greater flexibility to enjoy meals on their own terms, in their own time.



SO HOW DOES IT WORK?

- Our restaurants are currently able to redistribute five main chicken items (original pieces, hot wings, mini fillets, fillets and zingers) to charities.
- Restaurant teams put the surplus chicken into freezers ready to be collected by the charity. FareShare charities and community groups collect frozen food from KFC three times a week.
- The food is collected by the local charity or community group and reheated into meals for the community or provided as part of a food parcel for people to enjoy at home.

KFC has so far donated a whopping 3 million meals to over 900 community partners across the UK.

The programme has been rolled out to nearly all 1,000 of our restaurants and we are aiming for every single KFC to be participating by the end of 2025. So we can make sure that more of our food is getting to those that need it most.



⁵<https://www.unison.org.uk/content/uploads/2024/06/youth-services-final-FINAL.pdf>

⁶ The Food Foundation, Food Insecurity Tracking: <https://foodfoundation.org.uk/initiatives/food-insecurity-tracking>

“ We’re hugely grateful to KFC for continuing to support FareShare and our mission to ensure no good food goes to waste. Three million meals is an incredible milestone, and it’s been achieved through the hard work and dedication of KFC restaurants. The surplus chicken KFC redistributed through FareShare provides vital protein to local charities that often struggle with sourcing meat for meals, but also provides a treat that draws people in and opens the doors to life-changing support services. The generosity and work of local groups strengthens communities across the UK. ”

Kris Gibbon-Walsh, Chief Executive at FareShare



CASE STUDY

Darren Simpson, Walton Youth and Community project

The Walton Youth and Community Project (WYCP), is a vital hub for young people and families in North Liverpool. Founded in the 1960s and re-established in the 1990s, WYCP serves the community by providing a wide range of services, including youth clubs, outreach programmes, and a mobile youth bus.

For the past 2-3 years, Darren’s team has partnered with KFC, receiving surplus food three times a week. This support has been transformative, enabling WYCP to provide regular meals at every youth session, support families in crisis, and alleviate food insecurity in one of the most deprived areas of the UK.

KFC’s involvement has also allowed WYCP to direct resources to other essential needs, such as wider programme delivery. Darren sees tremendous potential for even deeper collaboration with KFC, including inviting staff to visit the centre and exploring pathways for local employment opportunities, noting the interest KFC staff have taken in WYCP.

“ The presence of KFC food is truly meaningful for the young people. Parents and young people are amazed – they can’t believe it’s real KFC. The partnership has made a huge difference and we’re excited to see where it can go from here. ”



CASE STUDY

Claire Hopkins, Surplus to Supper

Surplus to Supper is a community food redistribution charity tackling both food waste and food insecurity. What began as a local initiative in 2017 has since grown to support over 170 charities across Surrey, from food banks and dementia groups to youth clubs in areas of high deprivation.

One key partner is KFC. Through its food donation programme, delivered via FareShare and supported by local restaurants, Surplus to Supper now regularly receives KFC chicken.

The impact of this has been huge. Youth clubs in particular report increased attendance and engagement, with KFC’s brand acting as a powerful hook to draw young people in and open the door to further support services they may need. The group emphasises the importance of shifting the mindset from disposing of food to redirecting its value, in a way that helps empower both recipients and volunteers.

“ KFC’s support shows how big brands can make a hyper-local difference. When surplus food reaches the right hands, it becomes more than a meal—it becomes a moment of care. Don’t underestimate the power of finger lickin’ chicken—it brings young people through the door, and that’s where real change begins. ”



CASE STUDY

Vikas Nara, RGM, Brighton, Western Road

Vikas Nara’s journey with KFC began in 2023, when he moved to the UK. Now an RGM at Brighton’s Western Road restaurant, Vikas is living his dream of working in the UK and feels supported by KFC as an organisation that welcomes and celebrates the diversity of its team members.

Vikas prides himself on managing a team that thrives under pressure and loves to see his team serving a busy restaurant. The Western Road restaurant is a key contributor to KFC’s food donation work in partnership with FareShare. The team carefully manages surplus chicken being donated to community groups across the local area, making sure the food reaches those who need it most.

“ Being part of the food donation scheme is a key part of my team’s morale, we love knowing none of the food we produce will go to waste and will be redistributed to individuals in need in the Brighton community. ”



Tackling litter

No one likes to see litter in their local area, and we at KFC are exactly the same. We hate to see it. That is why we have invested in more and larger bins outside our restaurants, as well as new bins inside our restaurants to drive up recycling rates (we explain more inside that in our environmental impact section.)

But we also get out and about into our local communities to do our part to tackle the wider scourge of litter on our streets:

- **Daily litter picking.** All 1,000 of our restaurant teams undertake litter picks three times a day to clean up the streets around their restaurants. Training initiatives have also been delivered for all of KFC’s 30,000 plus team members to increase their knowledge of the environmental impact of litter.
- **Litter picking grants:** Through our partnership with Keep Britain Tidy we have supported hundreds of local litter picking groups, over the last five years with £45,000 worth of grants to local groups to help fund their litter picking equipment. KBT received 915 requests for vouchers through this programme and we made sure to provide additional funding so that every person who requested support with equipment was able to receive it.

A huge part of our work to tackle litter has been through our five year long partnership with Keep Britain Tidy, the UK’s leading charity working to inspire people to eliminate litter now and for future generations.

Through this partnership we have been incredibly proud to be involved in the Great British Spring Clean, Keep Britain Tidy’s annual campaign to get local litter picking heroes out and about keeping our communities clean. Each year 100s of our restaurants host community litter picks as part of the Spring Clean, this year over 950 restaurants took part.

Across our five-year partnership we have collected over 110,000 bags of litter from our communities.

We have also been proud to use our reach as a brand to promote anti-littering messaging. During the Great British Spring Clean Campaign our #ItsLitterPickin’Good anti littering messaging has been displayed across KFC restaurants, alongside a radio advert partnership with Kisstory, calling on our fans to come out and do their part.



CASE STUDY

**Rob Edwards,
Area Coach Plymouth**

Rob Edwards has worked for KFC for more than 20 years, starting as a Team Member at Alton Towers and is now an Area Coach in Plymouth. Throughout his time he has always participated in regular litter picks to ensure that the local communities around KFC restaurants he oversees are tidy and well cared for.

Throughout KFC's five-year partnership with Keep Britain Tidy for the Great British Spring Clean, Rob has put his hand up to make sure his area is involved in the annual litter picking push.

He has seen first-hand the impact the campaign makes on his local community of Plymouth, not only through the multiple bags of litter being picked up on the day, but through the broader community engagement and awareness that the Spring Clean push brings across the area.

“It’s great to be able to take part in the Great British Spring Clean to show how we love and care, not only for our communities, but the local environment and the people who live here.”



“At Keep Britain Tidy, we believe that everyone deserves to love where they live. It is wonderful that tens of thousands of KFC staff continue to join our annual Great British Spring Clean and show their commitment to playing a part in protecting the places they live, work and play.”

**Allison Ogden-Newton OBE,
CEO of Keep Britain Tidy**



Ballot Bins

In 2023, we worked with charity Hubbub on a public behaviour change campaign around litter prevention. Together we created first-of-their-kind solar powered Big Ballot Bins that were installed in Manchester and Southampton. The bins asked members of the public to vote, using their litter, on topical subjects – in Manchester we asked locals who they preferred, Noel or Liam.

A controversial question.

The solar powered sensors detected and counted which option the public voted for as they threw away their rubbish, with digital screens keeping score. The litter captured by Big Ballot Bins was analysed by environmental tech company Ellipsis Earth and on average, drinks litter was reduced by approximately 70% and food litter by around 60% within 20 metres of the bins. The results of this trial were shared with local authorities around the UK to show how other areas could engage the public to help stop the litter bugs.

“As a household name present on high streets all over the country, we feel a sense of responsibility to give back to the communities we’re part of. We believe that the best way that KFC can do this is through helping unlock the potential in young people, ensuring our unsold food can be redistributed to make a difference to those who need it most, and helping create a clean local environment that we all want to live in. That is what being a good neighbour means to us.”

**Jenny Packwood,
Chief Corporate Affairs &
Sustainability Officer,
KFC Pan-Europe**



CHAPTER 8: OUR ENVIRONMENTAL IMPACT

We are facing a challenge far greater than can be solved by one business or sector. Playing our part in tackling climate change is the next big challenge facing the whole restaurant industry.

We know we need to be building a sustainable future for our business and our communities, even as we continue to deal with our daily focus on serving our customers as best we can.

Yum! and its brands, including KFC globally, have been on a journey to reduce our carbon footprint for more than 15 years and continue to elevate our climate ambitions. In 2021, the near-term climate targets set by Yum! were approved by the Science Based Targets initiative (SBTi). Using 2019 as baseline year, these SBTs commit Yum! and its brands to:

- Reduce Scope 3 Greenhouse gas (GHG) emissions of 46% by 2030
- Reach Net Zero by 2050

But in the UK we wanted to accelerate our action, so in 2021, we made a big commitment to become a Net Zero Carbon business by 2040.

To help guide our carbon reduction actions, we teamed up with Arete Zero Carbon and University of Liverpool's Zero Carbon Research Initiative to measure and map our carbon footprint. Following this, we published our Net Zero roadmap which detailed the actions required to meet our target.

Our number one priority is to take action to reduce our emissions. This means decreasing our operational emissions - whether that's energy, heat or transport used by our business - as well as addressing these emissions across our wider supply chain. To help realise these targets, we are members of Zero Carbon Forum, WRAP Food and Drink Pact and the BRC Climate Action Roadmap. We are working closely with our franchisees, suppliers and delivery partners to find innovative ways to make these reduction targets possible.

We acknowledge that there is a lot of work to do, but we're all on this journey together and we're excited about the opportunities to lead, innovate and collaborate so that we can all reach our targets.

We have been working hard on delivering on our key milestones. Key progress made so far on our journey to net zero:

1. REDUCING THE CARBON FOOTPRINT OF OUR RESTAURANTS

- Switching our energy procurement. All KFC directly operated restaurants are now powered by 100% green energy. This move has reduced our Scope 1 and 2 carbon footprint by a whopping 95% vs our 2021 baseline carbon footprint.
- Introducing an energy management system to reduce energy usage in our restaurants. 100 restaurants will be using this system by the end of the year, with plans for it to then be rolled out even wider.
- Increasing refresh and reuse of furniture during restaurant refits.
- Exploring installation of solar panels on restaurant roofs, with three restaurants due to be fitted out with panels by the end of the year.
- Increasing our roll-out of EV charging points at Drive Thrus.

2. REDUCING DEFORESTATION THROUGH UK SOY MANIFESTO

- Soy, as a rich source of protein, is a central ingredient in chicken feed. Currently, soy production significantly contributes to GHG emissions associated with chicken, because production often involved deforestation and other forms of land conversion. When it comes to sourcing, our aim is to promote sustainable work practices that protect and preserve the environment.
- To deliver on this we have signed up to The UK Soy Manifesto, which commits to sourcing 100% of the soy in our supply chain from physically traceable, sustainable and deforestation and conversion-free sources. We have an action plan in place and are publicly reporting on our progress to date.
- We are part of Efeca's Embedded Soy Working Group, and work closely with Pilgrim's Europe and 2 Sisters Food Group as signatories to the manifesto to work together to tackle this shared sustainability challenge.

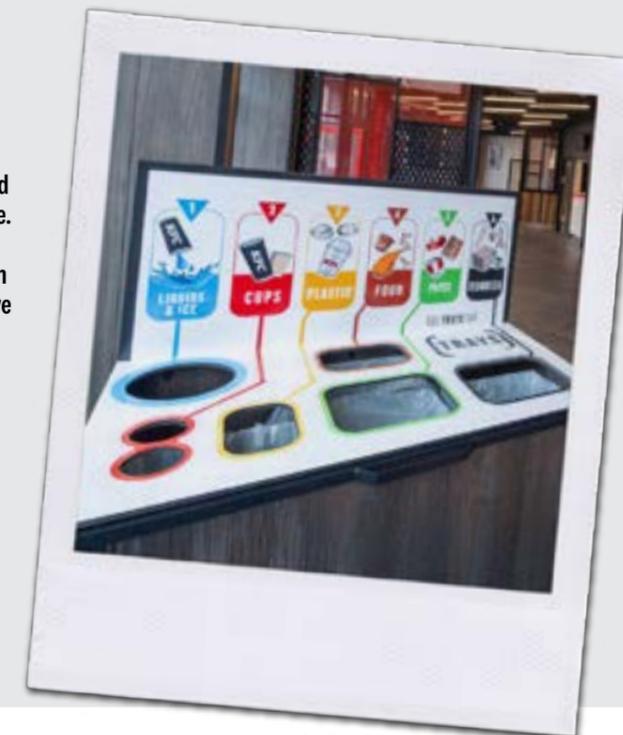
3. DRIVING UP CUSTOMER RECYCLING RATES

- Waste is something we really hate. We value the true cost of things. When we throw something away, we're also throwing away all the raw materials, energy, water, labour, and other resources that went into making it.
- This is why we have partnered with Biffa to design a bespoke new bin for inside our restaurants.

New segregated in-restaurant bins

Recycling food packaging has historically been challenging, due to the number of materials to be recycled, as well as significant contamination to the packaging from food waste. The Government has tried to standardise waste segregation and collection through DEFRA's Simpler Recycling England initiative. In response we invested in a step change on our recycling. We partnered with Biffa on an innovative new waste segregation system to help customers segregate waste streams and improve recycling rates. The outcome, a new bin, was a bespoke design for KFC with five different sections for each waste stream, all clearly labelled and illustrated to enhance user experience. The new bins have now been successfully rolled out across all restaurants with customers and restaurants really getting behind the bins to make sure we are doing our bit.

Within trials the new bins have already shown to double recycling rates within restaurant, significantly increasing the volume of waste we are able to recycle.



“The new bins can now be seen by customers across the UK & Ireland. We know our customers want to do the right thing and recycle after their meal. By giving them bright and clear guidance, we have seen a difference in the volume of waste we can recycle, with customers now taking the time to engage with the system and make the right choice for them and for the planet.”

Ruth Edge,
Head of Sustainability, KFC UK&I



CHAPTER 9: THE NEXT 60!

Since customers in Preston got that very first taste of KFC's 11 herbs and spices, UK consumers' appetite for fried chicken has grown and grown.

We fundamentally changed the nation's perception of what a "chicken dinner" could look and taste like.

Today, the UK fried chicken market is worth **£3.1 billion**⁷ a year, employing more than **77,000 people**. KFC IS the UK fried chicken market. We are by far the biggest brand in the sector, accounting for one in every five fried chicken restaurants across the UK⁸.

GROWING APPETITE FOR FRIED CHICKEN

As UK consumers increasingly look for high protein and convenient meals packed full of flavour, that growth is only set to continue. By 2035 it is estimated that the fried chicken market could be worth as much as **£4 billion** to the UK economy, an increase of 85%⁹ in real terms over the next decade.

● **Driving this appeal is unsurprisingly the great taste of fried chicken.**

Among UK consumers who said they were more likely to visit a fried chicken restaurant today compared to five years ago, new flavours was the primary draw (26%), with food quality (23%) and food freshness (22%) compared to other fast-food options also scoring highly.

● **Convenience is also playing a significant role in consumers increasingly choosing fried chicken.**

A quarter (25%) say the reason they are more likely to choose fried chicken today than five years ago is that fried chicken restaurants are open whenever they want, while a further quarter (24%) say it is because they can easily get it delivered to their home, thanks to delivery apps.

● **The rise in more health-conscious consumers is also a small but notable factor, with one in five (20%) consumers saying they are more likely to choose fried chicken now than previously because they are trying to eat more protein. 5% even said they typically eat fried chicken as a post-gym snack or after exercise, that's more than 3.38 million people.**

But perhaps the largest future driver of growth for the fried chicken market is younger generations. Our research found that more than a quarter (26%) of Gen Z say they are more likely to visit a fried chicken restaurant now, than 5 years ago – compared to just 4% of Gen X and 1% of Baby Boomers.

Today, Gen Z visit a fried chicken restaurant on average 45 times per year, that's almost once a week, more than double the UK average at 20 visits per year. This is significantly greater than Gen X and Baby Boomers who visit fried chicken restaurants on average just 10 and 2 times per year, respectively.

“ We have always jokingly described ourselves at KFC as a chicken cult. We are truly that passionate about chicken. Unapologetically obsessed. And we know we are not the only ones. So in 2024 we thought, why not be honest about it? That is where the BELIEVE campaign platform came from. And we have already seen customers respond, they too believe in our chicken. The original, and still the best. ”

Monica Silic,
Chief Marketing Officer, KFC UK&I



The rising popularity of fried chicken in the UK is getting noticed. Consumer demand for fried chicken has driven the arrival of new entrants into this high growth sector – with demand outstripping that of other QSR categories.

In the past year, there have been big entrances into the UK&I fried chicken market, looking to capitalise on the nation's growing taste for fried chicken.

New market entrants and KFC's expansion into all corners of the UK&I is helping revitalise UK high streets in turn. In 2024, the number of UK chicken restaurant openings rose by 6%, compared to just 0.7% for the UK's QSR market as a whole¹⁰.

This change is being noticed in communities across the UK. In a nationally representative poll of 2,000 UK consumers, more than half (52%) said that fast food restaurants are filling empty shops on UK high streets, with 54% of people saying this is creating jobs in their local area, and two in five (42%) saying this trend is having a positive impact on the local economy.

These new openings, which in many cases take up redundant or empty units on high streets, are creating new employment opportunities in communities across the UK. The growth of the fried chicken market over the next 10 years is expected to create an additional 34,000 jobs in the UK economy, a 40% increase, with the fried chicken market estimated to account for almost 120,000 jobs by 2035.



WITH GREAT CHICKEN, COMES GREAT AMBITION

As the Original fried chicken brand and market leader with more than **14 million customers a year**, KFC is well positioned to capitalise on this growing market.

Over the next five years, we have bold ambitions - to invest **£1.49 billion** in the UK&I and create more than 5,000 new jobs at KFC and more than 7,000 across the UK&I through our supply chain and knock on impacts.

Through expanding and refurbishing our restaurants, creating new jobs and investing in our long-standing supplier partnerships, this investment will deliver an additional **£95 million of direct GVA to the UK economy**.

KFC is a brand that's built a near **£2 billion** a year revenue business by believing in one thing - fried chicken. We're the original and the best. But we need to keep changing to stay one step ahead. That's why the next five years will be about two things: one - driving growth, and two - connecting with the next generation, driven by what's best about KFC, our culture and our people.

By being bold, ambitious and delivering growth, we'll keep creating opportunities – not just for our franchisees and our people, but for the communities we serve. After all, the Colonel wasn't about progress for the sake of profits, his vision for KFC was rooted in the values behind his famous Bucket – it's for sharing. That's why our growth strategy in the UK&I puts purpose and community impact at its heart.

From providing grants, opportunities and pre-employment training to young people through our Hatch programme and the KFC Youth Foundation, to ensuring that none of our great tasting chicken goes to waste with our food donation partner FareShare, and even helping to clean up our local communities with our daily restaurant team litter picks and partnership with Keep Britain Tidy, KFC's bold growth plans are underpinned by our commitment to being a good neighbour in the communities we serve.

As one of the largest restaurant brands in the UK&I, a significant employer and champion for young people, and a presence on high streets up and down the country, we are committed to the important role we can play in unlocking growth and opportunities for everyone in the communities we serve, in all corners of the UK&I. We may be the original great tasting chicken, but we're also 27 franchise businesses, 33,500 people and thousands of first jobs. That will always be the same.

This year we celebrate 60 years of KFC in the UK&I, and the huge progress we've made.

HERE'S TO ANOTHER 60!

⁷ Total GVA impact attributable to the fried chicken QSR sector across the UK in 2023. ⁸ Of the total GVA impact attributable to the fried chicken QSR sector in the UK, 51% is attributable to KFC. ⁹ Total projected GVA impact attributable to the fried chicken QSR sector across the UK in 2025 (£2.16bn) to 2035 (£3.98bn)

¹⁰ Chicken shops dominate UK fast-food market | QSR Media UK

REPORT METHODOLOGY

This report is based on independent economic analysis undertaken by Development Economics and is made up of primary research and analysis of financial information and other data supplied by teams within KFC's UK&I operations.

For this analysis KFC's directly owned and operated restaurants, and those operated by corporate partners and franchise partners are both identified in this assessment and are included as a category of direct effects.

Economic impact in the report is defined through Gross Value Added (GVA). This is an economic metric that national statistics agencies – such as the UK's Office for National Statistics (ONS) – use to measure the contributions that industries, individual companies, or sub-national areas make towards the financial value of national economic output (i.e., Gross Domestic Product, GDP).

For a company such as KFC, Gross Value Added (GVA) is made up of the difference between the gross value of annual turnover minus the costs of production, plus the wages and other earnings of the workforce.

As well as assessing the direct GVA impact of KFC's UK operating sites, in order to quantify in full the downstream effects of KFC's business activities Development Economics also examined:

- **Indirect GVA:** covering the business activity and employment effects that occur in other UK businesses that benefit immediately from procurement decisions made by KFC.
- **Induced GVA:** covering the business activity (and jobs) occurring in the wider UK economy that are supported by the spending by the KFC workforce of their wages, salaries, and any other earnings.

The quantification of indirect and induced effects is undertaken through the deployment of a bespoke economic impact model produced by Development Economics. This model is based on coefficients that derive from data published by the Office for National Statistics and the Scottish Government that cover aspects such as business turnover, procurement, investment, employment, and employment costs for all sectors of the UK economy, including food & drink services.

The future growth scenarios for the UK's fried chicken QSR industry have also been informed by a bespoke consumer survey of 2,000 UK adult residents. The survey was undertaken by Opinium with fieldwork undertaken in March 2025.



KFC