



Restaurant Brands For Good

Farmer planting a coffee tree on a Colombian coffee farm that supplied coffee beans for our brands.

2020: Year In Review

Our Brands

BURGER KING

Tim Hortons

POPEYES



“We believe that the delicious, affordable, and convenient meals you love must also be sustainable.”

This past year, we faced some of the toughest challenges in our history: we saw a public health crisis, heard a resounding call for racial justice and equity across all aspects of our society, and felt continued impacts of the climate emergency around the world. In response, we not only took action to navigate these factors affecting every part of our business, we also took the opportunity for our brands to become a force for good in the communities that we live and work.

Our new reality reinforced the importance of operating in a way that supports the well-being of the people touched by our business as well as the future of the shared planet on which we depend. We believe this is foundational to our ability to grow restaurant brands that are loved around the globe, and as we looked towards reopening, we doubled down on our approach to lead with purpose. We shared our **Restaurant Brands for Good** framework for sustainable business, with a long-term focus on improving ingredients, reducing our environmental impact, sourcing responsibly and investing in people and communities.

In 2020, we led the world in making sure that Burger King, Tim Hortons, and Popeyes restaurants were safe for team members and guests. We strived to give back to our communities by providing meals, coffee, and baked goods to millions who found themselves struggling and to health care workers on the front lines. We elevated our food quality and took major steps towards understanding our carbon footprint. We also worked to build diversity. As I reflect on our progress and how far we've come, I'm proud to share this update on our Restaurant Brands for Good work and what we're looking forward to in 2021. We believe the delicious, affordable, and convenient meals you love must also be sustainable, and we'll continue working hard to bring that vision to life.

José Cil
Chief Executive Officer
Restaurant Brands International (RBI)



RBI's Pillars of Sustainability



Food

Serving high quality and great tasting food every day



Planet

Continuously reducing our environmental footprint



People & Communities

Supporting communities and enhancing livelihoods

This report summarizes our 2020 progress, unless noted otherwise. To learn more about the sustainability initiatives of RBI and our brands, please visit rbi.com/sustainability, which is designed to be an evergreen reporting platform.

TABLE OF CONTENTS

3 Stakeholder Engagement



FOOD

4 Real Ingredients

5 Nutrition & Transparency

6 Responsible Sourcing



PLANET

8 Climate Action

9 Sustainable Packaging



PEOPLE & COMMUNITIES

11 Responding to COVID-19

13 Diversity & Inclusion

15 Communities

16 Supporting Farmer Livelihoods

CHEAT SHEET

17 Summary of Our Commitments and Progress

Making Progress Together

We can't achieve our sustainability vision alone. We work together with restaurant owners and suppliers to make real progress and move the industry forward on food quality, responsible sourcing, and supporting communities. Through initiatives like collaborative partnerships, surveys, and in-person forums, we seek out feedback and expertise from a diverse range of stakeholders to inform our strategy and maximize our impact.

“**Listening closely to our stakeholders** helps us better understand sustainability issues, risks and opportunities. It's been critical to our progress so far and will continue to help shape our priorities and solutions for the future.”



Natalie Pecile
Sustainability
Communications, RBI

Throughout 2020 we engaged with:



Guests



Restaurant Owners



Local Communities



Suppliers



Corporate Employees



Investors



Government



NGOs & Industry
Associations

Guests

Almost **2/3 of QSR guests** in the US view sustainable practices as “very important”¹

Nearly **50% of QSR guests** in Canada say they actively take steps to minimize their impact on the environment.²

1. Survey of 1000 QSR guests in the USA | Kelton for Popeyes | 2019
2. Survey of 1264 QSR guests in Canada | Bain & Company for Tim Hortons | 2020

Suppliers

“Together, we have a powerful opportunity to drive connection across the supply chain, and **scale realistic solutions** to advance sustainability in food production. We're excited to help mitigate the effects of climate change by teaming up on projects like grassland restoration.”



Heather Tansey
Sustainability Lead for Protein, Animal
Health and Nutrition, Cargill

Industry Associations & Non-Governmental Organizations

“Actions speak louder than words and, through our **collaboration on packaging initiatives**, RBI has shown thought leadership and a commitment to tackling some of the largest challenges our planet faces today.”



Ayman Chowdhury
Head of Secretariat
Global Compact Network Canada

Restaurant Owners



“The real ingredients we use, how they were sourced, and the way we treat our people and communities all helps guests feel good about our food. **That matters for the long-term.**”



Alasdair Murdoch
Chief Executive Officer
Burger King UK Franchisee



“With restaurants from coast to coast and guests who visit us every single day, each positive change we make to things like our packaging **can make a big difference** for our planet and the communities we serve.”



Tanya Doucette
Tim Hortons Restaurant Owner
& Chair, Owner Advisory Board



“We're proud of having **supported our communities** this past year by adapting restaurant procedures to keep guests and employees safe, and providing meals to those who need it through the Popeyes FoundationSM.”



Sidney Fulton
Popeyes Restaurant Owner



Real Ingredients

No Colours, Flavours, or Preservatives from Artificial Sources



“We’re passionate about **serving food guests will love and feel good about.** That’s why we’re on a journey to remove colours, flavours, and preservatives from artificial sources from all our food around the world.”



Elmis Medina
Head of Product Sustainability, RBI

At RBI, we know that real food tastes better.

At Burger King in the US, the Whopper sandwich and 90% of the permanent food menu are now free of colours, flavours, and preservatives from artificial sources, and we’re **striving to reach 100% by the end of 2021.** We’ve also made similar ingredient changes to the Whopper across more than 10 other countries so far, and over 90% of the permanent food menu in 17 European markets as of January 2021.

At Tim Hortons in Canada, we’ve introduced freshly cracked eggs across the country as of February 2021. We also removed artificial colours, flavours and preservatives from the English muffin and biscuit, and will **extend this across the permanent food menu in 2021.**

At Popeyes, we’re starting by removing colours, flavours, and preservatives from artificial sources from our **core chicken menu items in the US by 2022,** and have updated our recipes in two other countries.

Burger King launched a viral campaign showing the iconic Whopper sandwich covered in mold to demonstrate the **beauty of no artificial preservatives.**



Burger King US highlighted the **real food in the Whopper** by placing the Whopper recipe front and center in its sandwich wrapping for a limited time.





FOOD

Prepared for You Keeping it Fresh



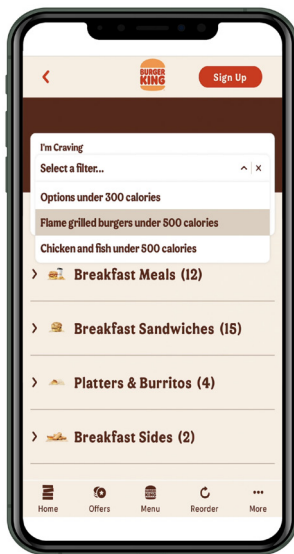
Burger King has been flame grilling since 1954, and the Whopper sandwich is always prepared to order.



At Tim Hortons, we're committed to brewing fresh coffee every 20 minutes.



Popeyes chicken is marinated for 12 hours in bold Louisiana seasonings, freshly breaded, then hand-battered and fried.



Nutrition & Transparency

We are committed to providing our guests with a variety of **menu options and the information they need to make informed choices**, while continuously improving the nutrient profile of our existing food lineup. We are working to expand our sodium reduction initiatives and set forward-looking targets to reduce the presence of other nutrients of concern, including fat and sugar.

Plant-Based Offering Choice

Burger King continues to expand options for guests looking for plant-based menu items. In the US, the Impossible™ Whopper provides guests with a flame-grilled patty made from plants. Internationally, plant-based burgers have now been introduced in 49 markets.



520 million

Burger King US guests who chose the Impossible™ Whopper in 2020 avoided the equivalent greenhouse gas emissions of driving about 520 million miles in an average passenger vehicle.

Responsible Sourcing

We care deeply about where our food comes from. Our vision for a sustainable supply chain is one that protects the environment and ensures the humane treatment of animals and responsible antibiotics use. It also supports the rights and livelihoods of the farmers, ranchers, workers, and communities in the chain.

In 2020, we engaged industry experts and suppliers on the topics of **animal welfare, antibiotics, and forest conservation**. We are now in the process of expanding our policies for each, and developing implementation strategies.

“We stay connected to best practices by working with **industry experts and scientists, and participating in industry roundtables** like the the Global Roundtable for Sustainable Beef.”



Dunja Sumanac
Quality Assurance
and Sustainability



Beef

Our ambition is that by 2022, **30% of the beef sourced** for Burger King US will align with our vision for beef sustainability. We are working to measure and understand the current use of antibiotics in the beef supply chain of each brand, implement targets to **reduce the use of antibiotics** important to human medicine in our supply chain, and to end animal care practices that lead to their overuse.



Poultry

The chicken used in our sandwiches is raised **without antibiotics important to human medicine** for Burger King US and Tim Hortons Canada. Popeyes US is working towards removing these from their chicken supply chain by the end of 2021. We are working with suppliers, animal welfare experts and others in the industry towards **continuous improvement in chicken welfare** in our supply chain.



Cage-Free Eggs

Our brands are committed to using **cage-free eggs globally**. We will use 100% cage-free eggs in North America, Western Europe, Latin America, Australia and New Zealand by the end of 2025, representing 92% of our global requirements. In the remaining regions, we will use 100% cage-free eggs by 2030 or earlier. Today in Australia, New Zealand, and the UK, whole eggs used at Burger King are already produced by laying hens reared in cage-free systems.



Pork

Our brands are committed to **eliminating the use of gestation crates for housing pregnant sows** in our supply chain, globally. We've achieved this in our European¹ and African markets, and will follow in the US, Canada, Australia and New Zealand by 2022, covering 95% of our global pork volumes. The remaining 5% will be compliant in Latin America by 2025, in Russia & CIS by 2030 and in Asia Pacific by 2035 or sooner.

¹ Europe excluding Russia and CIS

Responsible Sourcing

“Some of the most significant environmental and ethical impacts of our food are located beyond our own operations, which is why we are **working closely with our suppliers** to achieve our sustainability vision.”



Fabien Arnaud
Supply Chain Sustainability, RBI



Packaging

We are committed to providing all guest packaging from **renewable, recycled, or certified sources** by 2025. Today, Burger King and Tim Hortons require suppliers to source approved fiber-based packaging from certified¹ or recycled sources, globally. Popeyes is working towards implementing this requirement worldwide in 2021.



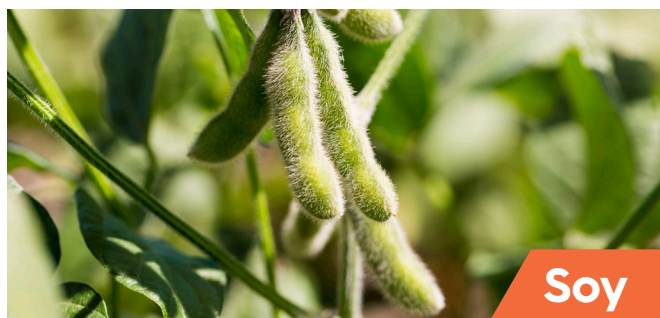
Palm Oil

100% of palm oil volumes within the scope of our sourcing policy are covered by **RSPO certification or credits**, supporting sustainable palm oil production. In 2020, 78% was RSPO certified Mass Balance or better.



Coffee

Tim Hortons confirms **ethical coffee sourcing** through third-party verification, and continues to take a collaborative, long-term approach for working with smallholder coffee farmers to improve their business and their lives, **helping nearly 30,000 farmers** to date.



Soy

Although our brands do not directly source the feed for beef or poultry, we're committed to working with approved suppliers who share our goal of eliminating deforestation and advancing solutions that can serve the industry as a whole.

Keeping It Local Food that Tastes Like Home

Our brands aim to source key ingredients domestically wherever possible. For Burger King US restaurants, our bacon, eggs, milk, and chicken come from American farms. For Tim Hortons restaurants in Canada, our milk, cream, butter, cheese, eggs, and potatoes for our hashbrowns and wedges come from Canadian farmers. For Popeyes US restaurants², all chicken and eggs come from American farms, and our red beans are grown in Colorado, Nebraska, and Wisconsin.



¹ Certified sources defined as sources certified by at least one of the following certification bodies: Forest Stewardship Council (FSC), Program for the Endorsement of Forest Certification (PEFC) or Sustainable Forestry Initiative (SFI).
² Within the Contiguous US and excluding Army Air Force and Exchange Services locations



Climate Action

Measuring our Carbon Footprint

For the first time at RBI, we measured our **global Scope 1, 2 and 3 greenhouse gas (GHG) emissions**, informed by a life cycle assessment of our food, beverage and packaging categories around the world. We identified a clear opportunity to address emissions in the purchased goods and services category, especially for our key proteins - **beef, chicken and dairy** - which make up **67% of this category**.

Our Whole Value Chain Approach

Assessing Life Cycle Emissions of Purchased Goods and Services



RBI's Total GHG Emissions

Scope 1 and 2

Scope 1 is direct emissions from fuels and refrigerants by RBI facilities and vehicles; Scope 2 is indirect emissions from electricity and steam used by RBI facilities and vehicles.

■ RBI Owned Operations

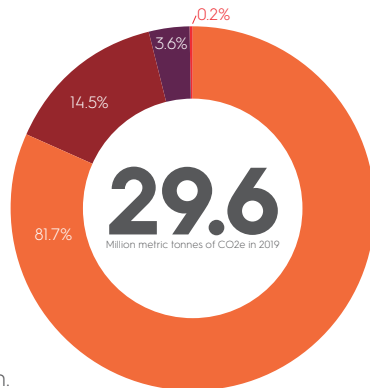
Scope 3

All indirect emissions from franchises and the RBI value chain.

■ Purchased Goods and Services

■ Franchises

■ Other Scope 3



Purchased Goods and Services

Proteins

Beef, chicken, pork, seafood, eggs, turkey, mutton

Dairy

Cheese, milk, cream, butter, margarine, soft serve

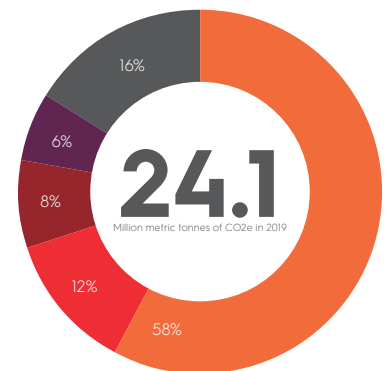
Oils and Grains

Shortening, cereals, flour

Packaging

Paper, plastic, foam

Other



Setting Reduction Targets

Now that we've established our baseline, we are refining our GHG reduction strategy and prioritizing the measures that will help us achieve emissions reductions by 2030, including new initiatives and expansion of existing initiatives.

As a next step, we will be identifying and committing to a clear reduction target to reduce emissions. We will also report on energy use and emissions annually through CDP's Climate Survey.



Climate Action

Key Projects



Cows Menu

Burger King is supporting scientific efforts to **reduce cattle-based methane emissions** by adding lemongrass to their diet, and is scaling up pilots across the supply chain globally.



Green Buildings

In 2021, we'll pilot new green building initiatives, including **solar panels** at the Burger King Restaurant of Tomorrow.



Grasslands Restoration

Burger King and Cargill teamed up with the WWF and local ranchers to launch a grasslands restoration program projected to help save the carbon equivalent of driving nearly **70 million miles** in an average passenger vehicle.

“Our ambition is to become part of the solution to climate change. That means reducing our emissions at scale, and investing in protecting and regenerating natural ecosystems that play a role in absorbing or storing carbon.”



Becky Hall
Product Sustainability, RBI

Sustainable Packaging

The Future is Reusable



In October 2020, Burger King and Tim Hortons announced a partnership with the zero-waste packaging provider Loop, to launch a new **reusable and returnable packaging system** for food and beverages on the go. Select restaurants in New York City, Portland, Tokyo, and Toronto will be among the first to implement the model, with more cities expected to be added in the coming months.

“Our partnership with Loop is a big step towards **making circular packaging models more convenient and accessible for guests**, helping to reduce waste and push the foodservice industry forward.”



Matt Banton
Sustainability & Innovation, Burger King



Sustainable Packaging

“Packaging is an important aspect of being able to offer safe, delicious food that our guests can trust. By making thoughtful choices in packaging materials and design, we can protect natural resources and reduce waste, to leave a healthier planet for the future. With our scale, **every small change can make a big impact.**”



Paul Yang
Sustainability & Packaging, Tim Hortons

Eliminating Single-Use Plastics and Packaging

Increasing Recycled Content

Improving Recyclability



Takeaway bags made of **100% recycled** fiber paper.



Napkins using 25% less material, saving **900 tonnes** of paper.



New recyclable sandwich packaging, avoiding **460 tonnes** of plastic.



Strawless lid for cold drinks, avoiding **90 million** plastic straws.



Testing coffee cups made with **30% recycled** material. Testing paper cups with a **recyclable and compostable** liner.



Switching over **1 billion** traditional plastic straws to alternative materials across **Tim Hortons** Canada and **Burger King** markets in Europe and China.



Transitioning **25 million** plastic sundae cups to paper, and avoiding **32 million** plastic lids by introducing the Fusion paper flap cup in Europe.



Switching **250 million** EPS foam cups to paper globally.



Transitioning **31 million** forks and spoons at Burger King China to biodegradable materials made from sugar cane.

Replacing double cupping with recyclable sleeves, saving **200 million** cups.

New **100% recyclable** coffee cup lids.

Transitioned **186 million** stir sticks from plastic to wood.

LEGEND: Purple = Burger King, Red = Tim Hortons Canada, Orange = Popeyes

+4 BILLION estimated units of packaging that will be improved over the next year



Responding to COVID-19

Supporting Guests

We worked with restaurant owners to implement proactive and comprehensive safety measures to protect food, team members, and guests.

1. Face masks are now mandated in countries with a significant presence of COVID-19, even where they are not mandated by law.

2. In the US and Canada, acrylic shields have been implemented at most restaurants.

3. A 'safe distance' rule is maintained in the dining rooms - whether communities require it or not.

4. New tabletop signage designates which tables are open and which ones are reserved to help maintain safe distances.

5. Tables and chairs are required to be **sanitized** after each use and hand sanitizer is available in the dining room for guests.

6. We rapidly scaled contactless service and digital capabilities including **delivery**, mobile order and pay, and **curbside pick-up**.

7. Team members worldwide receive thorough, **rigorous training** to ensure that all health and safety protocols are well-known and implemented.

8. We work with our restaurant owners to regularly check for compliance.



Supporting Employees and Restaurant Team Members

We took action to support the health and well-being of hundreds of thousands of team members around the world.

Last year at Tim Hortons in Canada, we partnered with our restaurant owners across the country to establish a **\$40 million CAD employee support fund** to continue paying team members affected by COVID-19 for up to 14 days so that they could stay home without worrying about providing for themselves or their families.

Similarly, at Burger King and Popeyes in North America, we provided **paid sick leave** for up to 14 days to team members in corporate-owned restaurants who were asked to self-isolate.

For corporate employees, we **expanded our benefits program** to include telehealth and employee assistance programs globally.



Responding to COVID-19

Supporting our Communities



As a result of COVID-19, many guests are struggling – especially those who rely on meals for their children through schools that are currently closed. To help support them, over **1 million free kids' meals** were provided by Burger King US in 2020.



For Popeyes, New Orleans is home. In the midst of uncertainty, we made it our mission to help support families in our hometown. As a result of Popeyes' NOLA Strong campaign, **over 1 million meals** were provided to those in need in South Louisiana.



In the UK, Burger King offered **free drinks to healthcare workers**, made food donations through Deliveroo, and donated **£20,000** to Hospitality Action, a charity that offers assistance to all who work or have worked within the hospitality sector in the UK.



In China, Burger King donated **1 million RMB** to the Chinese Red Cross Foundation, and free meals were provided to local hospitals in Shanghai and Shenzhen.



In France, Burger King launched several campaigns to **support the restaurant industry** during the lockdown, including #WhopperAndFriends, which was echoed by Burger King in Germany, the UK, Sweden, Denmark, and Switzerland.



Tim Hortons deployed coffee trucks throughout Canada to offer free coffee and donuts to health care workers and first responders at hospitals, health care centres and COVID-19 test facilities. Dozens of Tim Hortons restaurant owners have stepped up to do the same in their communities, helping to **reach over 1.7 million people so far**.



At Burger King Italy, **3,000 meals** were donated to hospital workers and people in need.



Burger King Spain adapted its app to allow truck drivers to order delivery right to their truck.



In Germany, medical staff were offered a **free Whopper Jr sandwich and a soft drink** at Burger King drive-thrus during a two-week period.



Diversity & Inclusion

A Message From José Cil, Our CEO

We believe that a wide range of diverse voices and perspectives makes us a stronger company.

That's why diversity is one of our core values at RBI, and we work hard to support an environment of respect and belonging. We have committed to 10 actions that we believe will result in more diverse and inclusive outcomes in our company. These include acknowledging our lack of diversity, committing our most senior leaders to drive change, holding ourselves accountable for our progress – including for example, this annual report, training for implicit bias, upholding zero-tolerance policies on workplace discrimination and harassment, establishing governance and reporting, ensuring diversity in our hiring, marketing, and community contributions and remaining committed to achieving our desired outcomes.

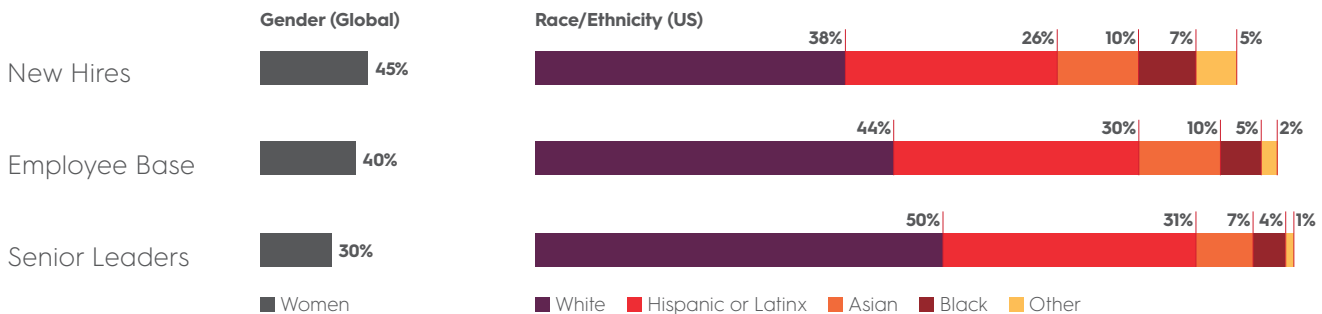
We own the outcome of this journey.

The fact is that outcomes matter more than efforts. That is why we are committed to building a more diverse and inclusive company where our employees grow and earn career opportunities and compensation based entirely on what they do and how they do it.

Building a diverse pipeline of talent is critically important to achieve this goal, which is why senior RBI leaders share a mandate to ensure at least 50% of final round interview candidates for any role with RBI are demonstrably diverse. Since we established this performance objective in mid 2020, we have interviewed more than 400 candidates for final round interviews globally, of which 70% were diverse. The outcome is that 62% of all hires through our new process have added to the diversity of our company.

Hiring and Representation in 2020

Percentage of Corporate Employees



*Workforce composition metrics are derived from EEO-1 self-identification data. Totals are less than 100% because "undeclared" is removed. The percentage of employees that declared gender as "non-binary" was <1%. Senior leaders defined as Director level and above.



Great Place to Work

In 2020, RBI was certified as a Great Place to Work because of positive reviews from employees on our culture and management.



100% CEI

RBI achieved a score of 100% in the 2021 Corporate Equality Index, recognizing the best places to work for LGBTQ+ equality.





Diversity & Inclusion

Celebrating Diversity in Our Advertising

Our brands continue to use their advertising voice to spotlight diverse communities.

We are also working to establish a diversity vision together with our advertising, media, public relations, design and digital agencies when it comes to the agency teams that work with our brands.

Empowerment



Hockey Barbie, Tim Hortons Canada



Burger Queen, Burger King UK

Love is Love



Pride Riders, Burger King Spain



The Kiss, Burger King Finland

Inclusive Communities



Voice of the Silent, Burger King Indonesia



Snow People, Tim Hortons Canada

“We strive to create a space in which employees, guests, franchisees and suppliers can thrive and **be their authentic selves**. Our people with different identities, values, backgrounds, and ideas help make us unique.”



Grissel Seijo
Diversity and Inclusion, RBI

Community Contributions

The **Burger King Foundation** has awarded \$4.5 million USD to Black students since 2010¹.

In 2020, **Tim Hortons Foundation Camps** requested campers to voluntarily self-identify along several dimensions of diversity to inform continuous improvement initiatives related to Program Development and Youth Development purposes. Dimensions included race/ethnicity, gender identity, and sexual orientation, and data was reported internally to the Board of Directors and staff teams.

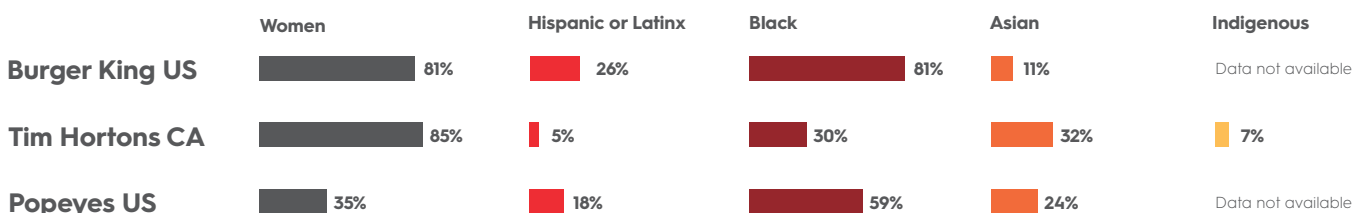
The **Popeyes Foundation** focuses on hunger relief efforts through a partnership with the No Kid Hungry campaign in the US. From March to December 2020, 64% of No Kid Hungry's Coronavirus emergency grants were awarded to community partners and school districts that serve Latinx, Black, and Indigenous communities.²

¹ Based on disclosed information from scholarship winners.

² Based on information provided by No Kid Hungry.

Diverse Representation in Our Advertising in 2020

Percentage of Ad Spots Featuring Different Racial/Ethnic Backgrounds or Genders



Representation for each racial/ethnic category is presented as a percentage of all advertisements per given brand/market, not cumulative to 100% across categories.



Community Programs

Tim Hortons

\$11 million & 295,000 youth

During Camp Day 2020, restaurant owners and guests raised nearly \$11 million CAD for **Tim Hortons Foundation Camps**, which have supported more than 295,000 youth who need it most over the past four decades. As a result of the COVID-19 pandemic, an **all-new digital camp experience** was introduced to enable campers to be supported and guided by trained eCounsellors to build social, emotional and developmental skills.



\$11 million & +550 charities

Every year, Tim Hortons guests and restaurant owners rally together behind the week-long **Smile Cookie** campaign, where 100% of proceeds from each Smile Cookie are donated to local charities. In 2020, the campaign raised nearly \$11 million CAD for **+550 charities, hospitals, and community groups** in Canada and the US.



+400,000 children

registered to be supported by Tim Hortons restaurant owners through the **Timbits minor sports** program across Canada and the US in 2020.

Burger King



850,000 children & families

Since inception in 2005, the **Burger King Foundation** has supported nearly 850,000 children and families through education programs and employee emergency relief grants.

\$45 million & 40,000 high school seniors

Since 2000, the **Burger King Scholars Program** has provided \$45 million USD in scholarships to over 40,000 deserving high school seniors and Burger King corporate and franchisee employees.

Popeyes



\$195,000 in emergency relief

Since the **Popeyes Foundation Family Fund** was established in 2017, we have provided \$195,000 USD in emergency relief grants to assist with the urgent needs of employees and their immediate family members.

\$650,000 & 1.3+ million meals

In 2019, the **Popeyes Foundation** donated \$135,000 USD to No Kid Hungry, which helped provide children in the United States with up to 1.3 million meals. In 2020, we donated over \$650,000 and look forward to continuing our partnership.



Supporting Farmer Livelihoods

Since 2005, Tim Hortons has worked with smallholder coffee farming families who are most in need of our support.

Our partnership uses a hands-on, collaborative, and long-term approach to help farmers develop the knowledge and skills to become active participants in the coffee value chain, creating a positive change in coffee growing communities.

To date, projects have been implemented in Guatemala, Honduras, Colombia, Brazil, and Tanzania.



Impact To Date

30,000 Smallholder Coffee Farmers

▶ 4,800 Young Adults

▶ 7,000 Women

Project Principles

Each project addresses six components:



Promoting Gender Inclusion



Promoting a Viable Economic Future for Young Adults



Improving Coffee Quality



Strengthening Climate-Smart Production



Scaling of Programs



Building and Strengthening Farmer Organizations

“Being part of this program has provided opportunities for farmers my age. We just started our youth **credit and savings group** and are currently participating in **entrepreneurial training**. I’ve also set up my first demonstration with new varieties, cover crops and crop distancing as part of the **climate training** I received.”

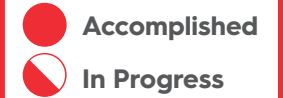


Jessie Karen España Galdámez
Smallholder Coffee Farmer, Age 30
Copán, Honduras



Restaurant Brands For Good

Our Commitments and Progress in 2020



Food



Serving high quality and great tasting food every day

Food Safety

We aim to provide guests across the globe with safe, high quality and great tasting food, by maintaining industry-leading standards for vendor quality assurance and restaurant food safety.

- 100% of Burger King, Tim Hortons, and Popeyes restaurants worldwide are subject to **rigorous food safety inspections** on a regular schedule.



Improving Choice, Nutrition & Transparency

We will provide guests with a variety of menu options and equip them with information to make educated choices about their meals to fit their individual lifestyles.

We are targeting a **10% sodium reduction** across our permanent à la carte Burger King US menu items that contain more than 2,000 mg sodium.

We remain committed to ensuring we advertise menu items that provide families with options suitable for even our youngest guests.

- We are **developing policies** to improve the nutritional profile of menu options served at our restaurants around the world.
- All permanent à la carte items on the Burger King US menu now contain **less than 2,400 mg** sodium.
- An online **nutrition information platform** was launched by Burger King US and is being developed for Tim Hortons and Popeyes.
- As an original member of the **U.S. Children's Food & Beverage Advertising Initiative and European Union (EU Pledge) programs**, Burger King only advertises meals and products to children under the age of 12 that meet established nutrition criteria in each respective geography.



Real Ingredients

We are continuing to remove colours, flavours, and preservatives from artificial sources from branded food ingredients globally.

- The Whopper sandwich and **90%** of the permanent menu at Burger King US is now free of colours, flavours, and preservatives from artificial sources and we aim to reach **100% by the end of 2021** in the US.
- The Popeyes brand is on track to remove all colours, flavours and preservatives from the permanent food menu **by the end of 2021** and has already done so for the English muffin and biscuit.



Responsible Sourcing

Ongoing Commitments

We will remain committed to **good antimicrobial stewardship** and **reducing antibiotics** important to human medicine in our chicken and beef supply chains.

Tim Hortons is committed to strengthening its approach to **ethically sourcing coffee**.

2022

Increase the proportion of beef sourced by Burger King US that aligns with our vision for beef sustainability to **30% of the beef supply**.

We will source pork raised **without the use of gestation crates** for pregnant sows for 95% of our global pork requirements, and in remaining markets by 2035 or sooner.

2024

In the US and Canada, all three brands are working towards **increasing broiler chicken welfare** outcomes in line with the five freedoms of animal welfare.

2025

We will use **100% cage-free eggs** in North America, Western Europe, Latin America, Australia and New Zealand representing **-92%** of our global egg requirements, and in remaining markets by 2030.

2030

We will eliminate deforestation from priority commodities within our supply chain.

- In 2020 we engaged with subject matter experts to expand our **animal welfare, antibiotics, and deforestation policies** and are currently developing implementation strategies.
- The chicken used in our sandwiches is raised **without antibiotics important to human medicine** for Burger King US and Tim Hortons Canada. Popeyes US is working towards removing these from their chicken supply chain **by the end of 2021**.
- Using third-party verification, Tim Hortons confirms that its **coffee is ethically sourced**.
- Today in Australia, New Zealand, and the UK, whole eggs used at Burger King are already produced by laying hens reared in cage-free systems.
- 100%** of palm oil volumes within the scope of our sourcing policy are covered by RSPO **certification or credits**. 78% is RSPO certified Mass Balance or better.



Planet



Continuously reducing our environmental footprint

Packaging & Recycling

We will continue our work to advance packaging sustainability by improving materials and reducing overall packaging used, especially single-use items.

2021

Phase out expanded polystyrene (EPS) foam from all guest packaging globally.

2025

100% of approved guest packaging will come from renewable, recycled or certified sources.

Burger King is committed to completely phasing out non bio-degradable plastic toys globally.

We will facilitate access to waste diversion including recycling, starting with recycling guest packaging in 100% of Burger King and Tim Hortons restaurants in Canada and the US.

- Burger King and Tim Hortons approved guest packaging is **free from EPS foam** globally.
- Burger King and Tim Hortons **require suppliers to source fiber-based packaging from certified or recycled sources**, globally. Popeyes is working towards implementing this requirement globally by the end of 2021.
- Plastic toys have been **eliminated** from King Jr meals at Burger King in the UK.
- Burger King and Tim Hortons are working with **Loop** to pilot a new reusable and returnable packaging system in **2021**.

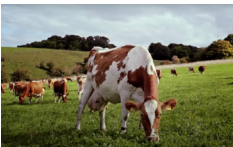


Climate Action

We are committed to **reducing our greenhouse gas (GHG) emissions**. We will refine our reduction strategy and establish a **GHG reduction target**.

- In 2020, we measured our **Scope 1, 2, and 3 GHG emissions** and are currently developing our first GHG emissions reduction target.
- Our Cows Menu pilot is targeting **methane reduction** by adding lemongrass to cattle feed.
- We have launched a three-year **grassland restoration** program with Cargill and the World Wildlife Fund.
- Green buildings** initiatives vary by market, and may include:
 - LED lighting
 - High-efficiency hand dryers

- The Burger King** Restaurant of Tomorrow will include sustainable features like **solar panels**.
- Our Restaurant Support Center building in Miami is **LEED Certified**, with added **bike racks** and **electric car chargers** for employees.
- Our new distribution centre will use **Electric Standby technology** which keeps refrigerated trailers cool as they wait to be picked up, allowing us to reduce diesel consumption and lower our GHG emissions.



Water Stewardship

We will **measure our impact on water** and develop reduction strategies.

- In 2020, we **measured our supply chain water use** for the first time, which we will use to inform our stewardship strategy.
- Green buildings** initiatives vary by market, but include
 - Low-flow, automatic faucets



People & Communities



Supporting communities and enhancing livelihoods

Supporting Communities

Our brands are **committed to contributing time, talent and funds** to build up the communities they serve through their respective foundations and community initiatives.

Burger King Foundation, **Tim Hortons Foundation**, **Popeyes Foundation**

- In 2020, our brands stepped up to support our local communities affected by COVID-19:
 - Burger King provided **1M+ free kids' meals**.
 - Tim Hortons restaurant owners provided **free coffee and donuts** to health care workers, reaching **1.7M people**.
 - Popeyes provided **1M+ meals** to those in need.
- \$11 million** CAD was raised by Tim Hortons during **Camp Day 2020**.
- \$11 million** CAD was raised by Tim Hortons restaurants during the 2020 Smile Cookie Campaign for **550+ charities, hospitals and community groups** in Canada and the US.
- In 2020, 400,000 children registered to be supported by Tim Hortons restaurant owners through the **Timbits Minor Sports Program**.
- Since 2005, the **Burger King Foundation** has supported **-850,000 children** & families through education programs and employee emergency relief grants.
- Since 2000, Burger King has provided **\$45 million** USD in scholarships to 40,000+ high school seniors and corporate/franchisee employees through the **Burger King Scholars Program**.
- In 2020, **The Popeyes Foundation** donated **\$650,000+** USD to No Kid Hungry.

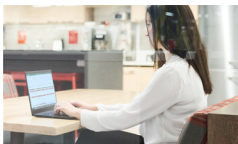


Talent Development

We are committed to **recruiting and supporting top talent** to build the most loved restaurant brands in the world.

We strive to create **high employee engagement** within a **safe, positive and meritocratic** work environment.

- We continue to actively build our culture guided by our **six values**: ownership, meritocracy, diversity, creativity & innovation, authenticity and dreaming big.
- We offer **continuous learning opportunities** including through our Leadership Development Programs and by supporting employees to move across the organization.
- We care deeply about engagement and feedback. In 2020 we were recognized as a **Great Place to Work**.
- We expanded our benefits program** to include telehealth and employee assistance programs globally. Our wellness approach aims to address the whole person – financially, mentally and physically.



Diversity & Inclusion

We are committed to making our company **more diverse**, creating a **culture of inclusiveness**, and not tolerating harassment, racism, bias or barriers to advancement.

In 2020 we published our **Commitment to Diversity** outlining 10 actions we're taking to become more diverse.

We will hire and reward diverse talent based on merit.

We are committed to diversity in our advertising.

We will ensure diversity in community contributions.

We aim to continue achieving a score of **100%** for RBI in the Human Rights Campaign Corporate Equality Index (CEI), recognizing the Best Places to Work for **LGBTQ+ Equality**.

- Over 70%** of all final round interview candidates for RBI's corporate offices since mid-2020 were diverse.
- We **increased representation** of Black, Hispanic, and Asian communities in advertising in our home markets.
- Led by our three charitable organizations, the Burger King Foundation, Tim Hortons Foundation Camps and the Popeyes Foundation, we are working to ensure our community contributions benefit a wide range of people in our home markets, and have started to **include diversity in the reporting** of how funds are invested and distributed.

RBI achieved a score of **100%** in the CEI 2021 Report.



Ethics & Human Rights

We are committed to respect and uphold human rights and ethical business practises across our business.

- Our **Code of Business Ethics and Conduct** for employees, as well as our **Code of Business Ethics and Conduct for Vendors** address guidelines for working conditions.
- In 2020, we published our **Commitment to Team Members** outlining the standards we uphold across all Company-owned restaurants, and amended RBI's Audit Committee Charter to include oversight on workforce practises at the board level.



Supporting Farmer Livelihoods

Working with industry partners to research, share and scale best practices, we aim to support the **success of the farmers** who raise, grow and produce our quality ingredients.

- Tim Hortons has supported nearly **30,000 farmers** and their families, of which 7,000+ farmers are women and 3,000+ are young adults.
- 28,000+ hectares of land** are under sustainable management in **5 countries**.



rbi