

Restaurant Brands For Good

Open Letter from José Cil

At Restaurant Brands International, our goal is to build the most loved restaurant brands in the world. And in doing so, we remain committed to making real change with the choices we make every day.

As part of that commitment, we developed Restaurant Brands for Good, our sustainability framework comprised of three pillars that focus on our business impact: the food we serve, the planet we live on and the people and communities we support. Whether you are a guest at Burger King, Popeyes or Tim Hortons at one of our more than 28,000 restaurants in over 100 countries worldwide, our brands understand they have a responsibility to make a positive impact in the communities where we live and work.

There is no doubt that global events continue to have an impact on our business and across the quick service restaurant industry. But we must remain vigilant in doing what's right with integrity and heart and being a part of the solution that we, our guests, employees, franchisees and partners believe in. We have a real opportunity to implement local changes that make global impacts.

In this report, you will read about how we prioritize sustainability, where we are now with our ambitions and how we plan to achieve our goal of net-zero emissions by 2050. You will also read about our actions on sourcing responsibly, improving food quality, reducing our environmental impact, building diversity and investing in people and communities.

Finally, in 2021 we added another amazing brand to our portfolio – Firehouse Subs. While this report doesn't reflect their sustainability commitments or milestones, we plan to include them going forward as we integrate them into our amazing family.

While I am proud of how far we've come in the last year, this is only the beginning. There's still more work to do for us to achieve our goals. We want to continue to be a leader in the quick service restaurant industry and employ a sustainability-led mindset across every aspect of our business. We're excited to continue the positive momentum at RBI through our sustainability initiatives and by continuing to prioritize sustainability, I am confident in our future of making a lasting difference in the world for the better, together.

Thank you,

José Cil

Chief Executive Officer, Restaurant Brands International (RBI)



This report summarizes our 2021 progress, unless noted otherwise, and currently does not reflect Firehouse Subs, which was acquired by RBI on December 15, 2021. To learn more about the sustainability initiatives of RBI and our brands, please visit rbi.com/sustainability.



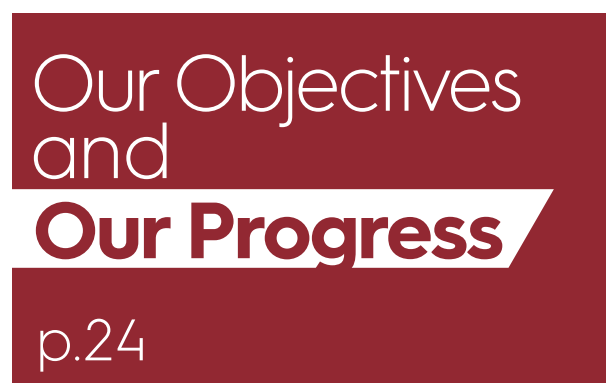
Serving High-Quality and Great Tasting Food Every Day	2
High-Quality Ingredients	3
Plant-Based	4



Continuously Reducing Our Environmental Footprint	6
Climate Action	7
Packaging and Recycling	11
Protecting Forests	14
Animal Health and Welfare	15



Supporting People and Enhancing Livelihoods	17
Diversity and Inclusion	18
Our Workplace and Culture	19
Supporting the Communities We Serve	20



Our Objectives and Our Progress	25
---------------------------------	----



GRI 102: General Disclosures	27
GRI 200: Economic	30
GRI 300: Environmental	31
GRI 400: Social	32

Good Food



In This Section

Serving High-Quality and Great Tasting Food Every Day	2
High-Quality Ingredients	3
Plant-Based	4

Serving High-Quality and Great Tasting Food Every Day

Food is the foundation of our business and we're passionate about serving our guests high-quality, and great-tasting food they love, every day. To this end, we obsess over food safety, quality ingredients, nutrition, and offering guests choice and transparency in menu options.

Our key areas of focus in our food pillar are:



High-Quality
Ingredients



Offering Choice, Nutrition,
and Transparency

More than ever, our brands are continuously working on offering delicious food that is also free of colours, flavours and preservatives from artificial sources, where possible. Food that is wholesome, innovative, and prepared using high-quality ingredients sourced from trusted suppliers.

We also know that our guests are increasingly exploring plant-based foods. Our brands are responding by introducing more menu options — including plant-based protein and dairy alternatives.

Our brands will continue to provide guests around the world with innovative menu options and equip them with increasingly accessible information about our food and beverages — in our restaurants, mobile apps and online platforms — to help them make informed decisions about meal choices that fit their individual lifestyles.



High-Quality Ingredients

Real Ingredients Progress

Our brands continue to make substantial changes to their menus to embrace and promote real food.

At Burger King US, we have banned more than 120 artificial ingredients from the food menu, and are working toward offering a permanent menu that is free of colours, flavours, and preservatives from artificial sources, wherever possible.

At Burger King restaurants globally, we've made similar ingredients changes in the Whopper Sandwich in 48 markets.

Popeyes in the US is working toward banning 120 artificial ingredients and offering a menu that is free of colours, flavours, and preservatives from artificial sources by the end of 2025, wherever possible.



Freshly Prepared

Our brands are working to improve the freshness of the food we serve to our guests around the world.



Our policy at Burger King globally is that the Whopper sandwich is always prepared to order — and tomatoes and onions are sliced fresh every day.



At Popeyes globally, chicken is marinated for at least twelve hours in bold and flavourful Louisiana seasonings, freshly breaded, then hand battered and fried with a crispy shatter crunch.



Tim Hortons Canada is committed to brewing original blend coffee every twenty minutes and introduced Freshly Cracked Eggs across the country in 2021.

1. Compliant with our global ingredients policy, banning over 120 artificial ingredients.

Plant-Based

Offering Choice: Plant-Based Products

Globally, our brands have continued to expand options for guests looking for plant-based menu items.

Since 2019, Burger King US has satisfied guests with the Impossible™ Whopper, a flame-grilled patty made from plants*. Internationally, we have introduced plant-based burgers² in 70 markets.

In 2021, Burger King launched new options across a variety of markets, including a plant-based version of the Long Chicken™ sandwich, plant-based nuggets, and two unique new sandwiches called the Cajun Veggie King™ and Cajun Veggie Chicken™.

In 2021, Tim Hortons partnered with Chobani to begin serving its plant-based oat beverage at restaurants across Canada. Chobani oat beverage is dairy-free and offers guests a creamy, plant-based alternative to go with their beverages, including hot and iced coffees and teas. This complements the dairy-free Danone Silk® Almond Beverage we began offering to guests across Canada in 2020.



Burger King has introduced plant-based burgers in

70 markets



● Markets with plant-based alternatives on the menu in 2021

2. Patty made from plants, and cooked on the same broiler as beef patties. Contains mayo. May vary by market.

Good Planet

In This Section

Continuously Reducing Our Environmental Footprint	6
Climate Action	7
Packaging and Recycling	11
Protecting Forests	14
Animal Health and Welfare	15



Continuously Reducing Our Environmental Footprint

We're working to protect the planet for future generations and for the sustainability of our business. Our key areas of influence within our commitment to the planet are: climate action, packaging and recycling, as well as responsible sourcing, including protecting forests, and animal health and welfare.

Our key areas of impact within our commitment to the planet are:



Climate
Action



Packaging
and Recycling



Responsible
Sourcing



Protecting
Forests



Animal Health
and Welfare

As one of the world's largest quick-service restaurant companies, we have the size and scale to impact our suppliers and our industry to embrace climate action and support the global transition to a low-carbon economy. We are doing our part to address the challenges of climate change and reduce our carbon footprint by setting ambitious science-based targets aimed at reducing our greenhouse gas (GHG) emissions; investing in natural ecosystems that help absorb and store carbon; electrifying our fleet of vehicles; and engaging with our supply chain and franchisee partners as we transition to renewable energy sources and work together to accelerate climate action.

We are pursuing sustainable packaging solutions that will help reduce the volume of packaging and waste diverted to landfills. We are working with suppliers to "design with the end in mind" as they

develop packaging with considerations that include reusability, responsible material choices and circularity, all while maintaining foundational requirements such as food safety and quality.

Our efforts to improve sustainable outcomes for the planet also include our work to protect forests. Our brands are focused on increasing the use of recognized certification schemes for key commodities including palm oil and paper fibre for packaging, in support of deforestation-free supply chains.

We are evolving our global policies on animal welfare and responsible antibiotics use to further support best practices and principles that are expert-informed, evidence-based and will result in improved animal welfare outcomes in our supply chain.



Climate Action

Climate change is undoubtedly one of the most pressing issues facing society, with consequences affecting our guests, employees, suppliers, and other stakeholders around the world. Given our global scale, we have an opportunity to be a leader in our industry to address the challenge of climate change and help reduce its harmful effects.

Our Targets

Understanding the urgent need for climate action, our ambition is to be a part of the solution and that's why we have set ambitious climate targets.

RBI has set a long-term target to achieve net-zero emissions by 2050, or sooner, in line with the Paris Agreement's call to limit global warming to 1.5°C by this date. In the interim, we have set science-based targets (SBTs) for reducing greenhouse gas (GHG) emissions by 50% by 2030.

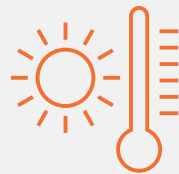
Specifically, by 2030 RBI aims to reduce absolute Scope 1 and 2 GHG emissions by 50% compared to a 2019 base year. Additionally, we aim to reduce Scope 3 GHG emissions intensity by 50% per metric ton of food, and per franchise restaurant. These targets were approved by the Science Based Targets initiative (SBTi) and based on the SBTi Criteria and Recommendations.

Achieving these targets would prevent an estimated 25.4 million metric tons of carbon dioxide equivalent (CO₂e) from being released into the atmosphere by 2030, as compared to a business-as-usual scenario. Preventing this amount of GHG emissions is comparable to taking 5.5 million passenger cars off the road in the US for an entire year — or the total number of household vehicles in Los Angeles, Chicago, and New York City combined.³



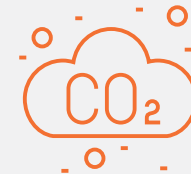
Net-Zero

by 2050



1.5° Aligned

Science-Based
Target



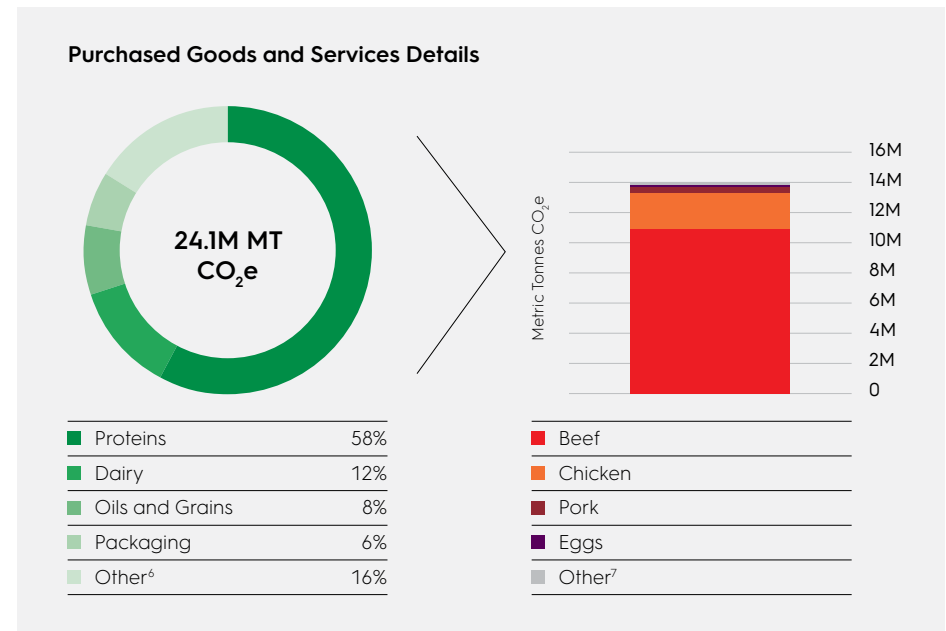
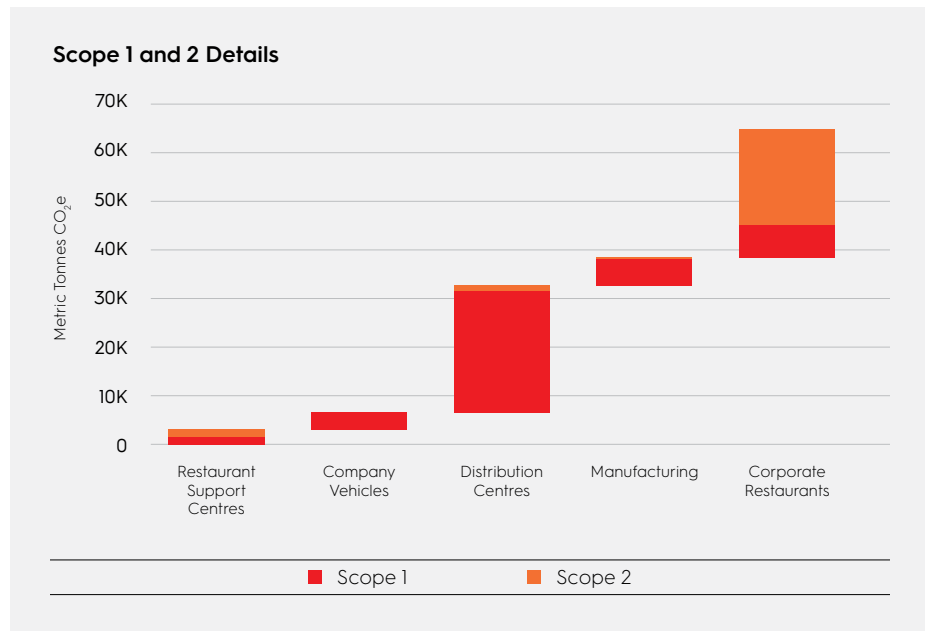
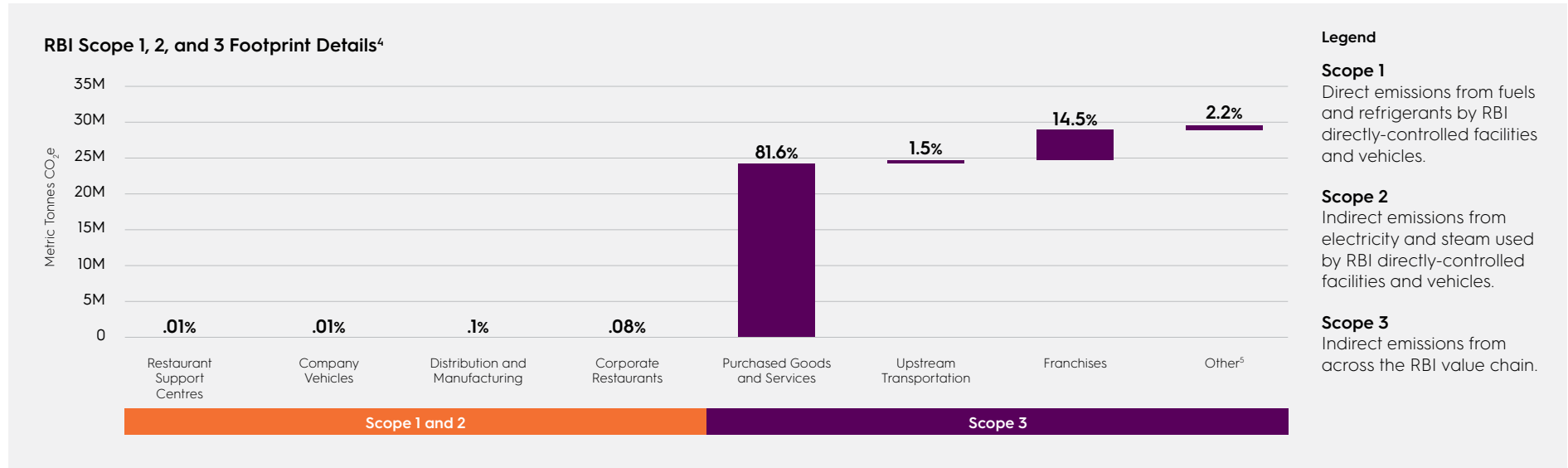
Reduce GHG Emissions

(50% by 2030)

3. According to calculations based on 2021 data from the US EPA and the latest available US census data.

Measuring Our Impact

Arriving at these targets required us to develop a comprehensive understanding of our areas of impact and our options for abatement, which included calculating our GHG footprint for the first time in 2019.



4. Based on 2019 data.






5. Other = Capital Goods, Fuel and Energy Related Activities, Business Travel, Employee Commuting, Waste Generated in Operations, Downstream Transportation and Distribution, and End-of-Life Treatment of Sold Products.



6. Other = Baked Goods, Cold Drinks, Condiments, Confectionery, Hot Drinks, Non-Food, Processed Produce, Produce and Vegetables.

7. Other = Alternative Proteins, Mutton, Seafood, Turkey.




Our Strategy

We're working closely with our franchisees and suppliers globally, as well as industry experts, to prioritize action on the largest elements of our carbon footprint to achieve our climate targets.

Scope 1		Scope 2		
Scope 1		Scope 2		
Cleaner Logistics and Distribution	Our Corporate Footprint	Scope 3		
		Transitioning to Renewable Energy	Engaging Our Supply Chain	Operating Sustainable Restaurants
				

	Goal	Progress
Cleaner Logistics and Distribution 	Transition at least 72% of our Tim Hortons truck fleet to electric models by 2030.	We purchased two Volvo VNR trucks in spring of 2022 that we plan to pilot in 2023. In the meantime, we're updating the charging infrastructure at two of our Canadian Distribution Centres to support this pilot.
	Develop an energy efficiency strategy for our corporate-owned Tim Hortons Distribution Centres and Manufacturing Facilities.	We're working to perform energy audits at these facilities that will guide our strategy for reducing emissions.
	Procure 100% of our energy from renewable sources for corporate-owned Tim Hortons distribution centres and manufacturing facilities.	As of May 2022, we've purchased renewable energy certificates to cover 100% of 2021 electricity use for our corporate owned Tim Hortons Distribution Centres and Manufacturing Facilities.
Our Corporate Footprint 	Procure 100% of electricity for our corporate leased Restaurant Support Centres (RSCs) globally from renewable sources.	Our corporate leased EMEA RSC in Switzerland sources 100% renewable hydro power from their local utility provider. As of May 2022, we've purchased renewable energy certificates to cover 100% of 2021 electricity use for our corporate leased RSCs in North America (Miami and Toronto).
	Transition 100% of our corporate car fleet to electric models by 2030.	In May 2022, we purchased 40 Tesla Model 3 electric vehicles that will function as a pilot to validate their operational effectiveness within our car fleet.

Our Strategy (continued)

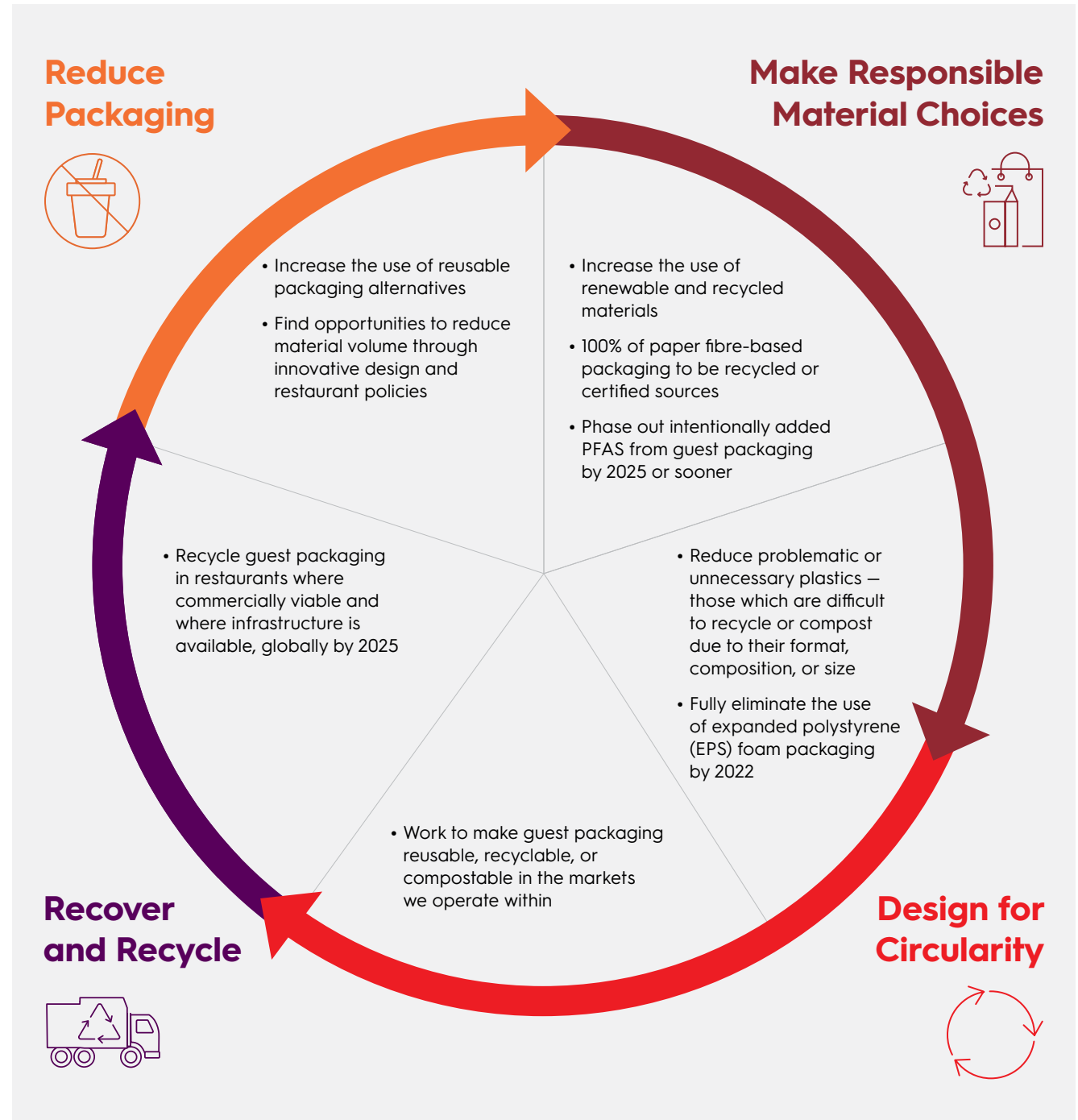
	Goal	Progress
	<p>Procure renewable energy for 100% of electricity use for our directly-controlled and corporate owned or leased and operations globally.</p>	<p>As of May 2022, we've purchased renewable energy certificates to cover 100% of the 2021 electricity use for our directly-controlled and corporate owned or leased operations⁸ in North America</p>
	<p>Procure 50% of electricity used globally by franchise restaurants from renewable energy sources by 2030.</p>	<p>We joined the Clean Energy Buyer's Association in January 2022 and will be working to build our long-term strategy for renewable energy, beginning with the US and Canada, with plans to scale this plan to international markets in coming years.</p>
Progress		
	<p>In 2020, Burger King announced a grasslands restoration project in partnership with Cargill and World Wildlife Fund. This three-year reseeded project aims to convert 8,000 acres of marginal cropland throughout Montana and South Dakota to ecologically diverse grasslands, with beef cattle as the primary grazers in the ecosystem to maintain it. These reseeded efforts will help pull carbon from the atmosphere and store it underground.</p>	
	<p>In 2021, we joined the Supplier Leadership on Climate Transition consortium (Supplier LoCT), to engage and assist suppliers in accelerating climate action.</p>	
	<p>In 2022, Burger King, along with Cargill and the National Fish and Wildlife Foundation (NFWF), announced a five-year initiative to support cattle ranchers who are committed to addressing climate change through regenerative agriculture practices in Colorado, Kansas, Nebraska, New Mexico, Oklahoma and Texas. Through this partnership, up to \$10 million USD in funding will bring financial and technical resources to ranching organizations in the Southern Great Plains to improve grassland management and reduce GHG emissions by sequestering more carbon in the soil, improving soil health and resistance to erosion, and increasing biodiversity. The Southern Great Plains host a unique set of wildlife species that are specifically adapted to this grassland ecosystem.</p>	
Goal		
	<p>Pilot Green Building Standards at corporate and franchise restaurants across our brands globally, allowing us to test new equipment and approaches that can eventually be widely adopted across our system.</p>	<p>We are working to identify franchisee partners and corporate restaurants to host these pilots, as well as determining the types of equipment and approaches to test based on geography, brand and store format.</p>
	<p>Incorporate successful elements from the Green Buildings pilots into new and remodelled restaurants globally by 2030.</p>	
	<p>Procure 50% of electricity used globally by franchise restaurants from renewable energy sources.</p>	<p>We joined the Clean Energy Buyer's Alliance in January 2022 and will be working on building our long-term strategy for renewable energy, starting with the US and Canada, with plans to scale this plan to international markets in upcoming years.</p>

8. Miami and Toronto Restaurant Support Centres, Tim Hortons Distribution Centres and Manufacturing Centres, and Burger King, Popeyes and Tim Hortons corporate-owned restaurants.

Packaging and Recycling

Packaging helps us safely and conveniently serve our guests the food and beverages they love, but we know that excessive packaging and waste is a threat to the health of our planet. We believe we have a responsibility to help solve this challenge.

Our sustainable packaging strategy considers opportunities for improvement throughout the life of a packaging item, focusing on how we can better protect natural resources and reduce waste through increased circularity.





Reduce Packaging

Pilot testing of reusable and returnable takeout packaging began in five Tim Hortons restaurants in Canada in 2021 and in 2022 was followed by five Burger King restaurants in the US, and five in the UK, in partnership with zero-waste provider Loop. In May 2022, Tim Hortons launched a similar pilot with Return-It in Vancouver, which additionally includes collection bins in transit locations and public spaces. The tests are helping us learn how to refine a system that aims to be seamless and enjoyable for guests, and they represent our next step towards making reusable packaging models more convenient and accessible.



Make Responsible Material Choices

Global Guest Packaging Portfolio by Material⁹



Today, about 75% of approved, guest-facing fibre-based packaging across our brands comes from recycled or certified sources.¹⁰ We are working to reach 100% globally in the near future.

Joining Burger King, Popeyes has phased out EPS foam from centrally-managed approved guest packaging globally as of 2022.

At Tim Hortons, the introduction of strawless beverage lids and paper straws has avoided the estimated use of 420 million plastic straws annually.

At Burger King US, strawless lids and paper straws have the potential to avoid up to 500 million plastic straws annually, if pilot tests are expanded nationally.

Cumulatively across Tim Hortons Canada and Burger King markets in Europe and China, we switched over an estimated 1 billion traditional plastic straws to alternative materials in 2021.

Fibre lids for hot beverages are being developed in Canada, with plans to test in restaurants in 2022.

Burger King in Europe is transitioning 25 million plastic sundae cups to paper, and is avoiding 32 million plastic lids by introducing the Fusion paper flap cup.



9. Estimate as of 2019.

10. Certified sources is 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).



Design for Circularity

One of our waste reduction strategies is to serve guests the food they love in packaging that can be recycled or composted in their local communities. A challenge we face is that some communities lack the facilities or incentives to effectively process all types of plastics and materials in our packaging. To improve the recoverability of guest packaging, we're testing design choices that aim to support acceptance in local

waste diversion programs, and we will be working with government and industry stakeholders to share our results.

Tim Hortons has led the way across our brands in this space, and in early 2022 launched new hot beverage cups and lids at select Vancouver restaurants that incorporated design elements intended to increase circularity:

The Lid

By changing the colour of the lids from brown to white, Tim Hortons aims to increase the potential value of these materials to recyclers in the post-consumer market. Based on industry consultations about the future of recycling in Canada, we believe that white recyclable materials have better potential to be reused and repurposed into more new products, helping us close the loop on recycling more of our packaging.

Testing incorporating up to 30% post-consumer recycled fibre content into the cups brings recycled materials full circle, and reduces the use of virgin materials.

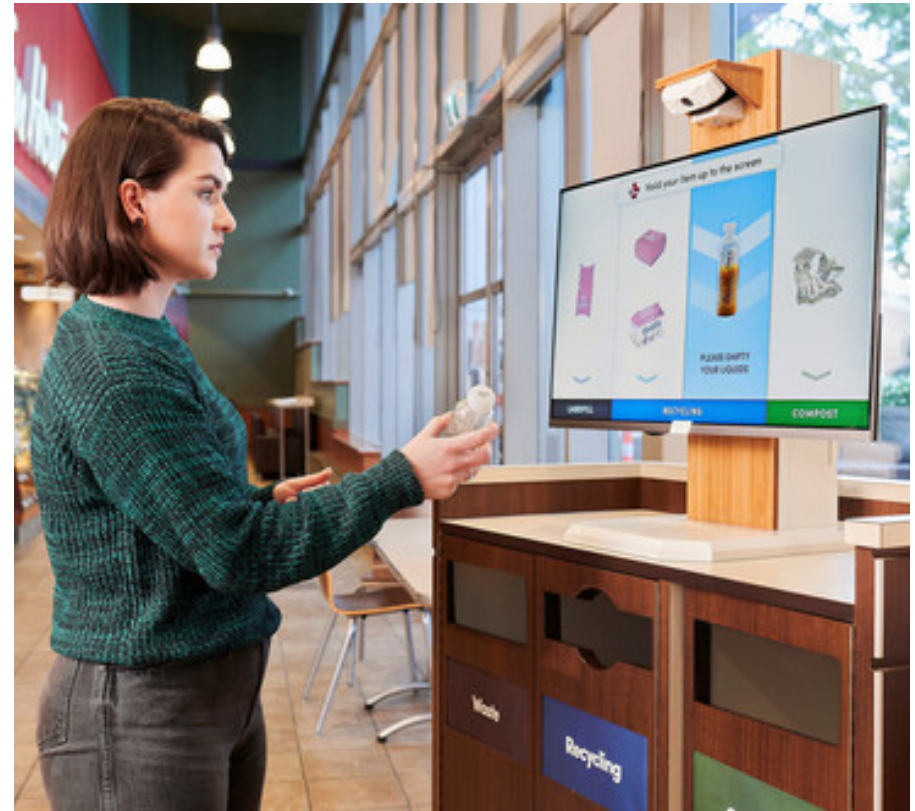


The Cup

The cup being tested is recyclable and compostable, with a design that allows a greater proportion of the cup's paper fibre to be recovered in the repulping process. The aim is to drive better economics for those that collect and repurpose post-consumer material and could help in our goal to have more recycling programs across Canada accept Tims cups. Currently, Tim Hortons hot beverage cups are accepted in recycling programs in British Columbia and in some municipalities in other provinces.



Recover and Recycle



Tim Hortons has launched a pilot of artificial intelligence assisted technology in partnership with Intuitive AI to drive increased recycling through guest education. Waste bins at 12 restaurants across Canada will be equipped with a screen and product-image recognition technology to identify packaging items that guests scan. The screen provides guidance to guests on whether the items they scanned can be recycled or should go into the compost bin or into the waste bin.

Protecting Forests

According to the United Nations, more than 1.6 billion people depend on forests for food, water, fuel, medicines, traditional cultures and livelihoods.¹¹ Forests also support up to 80% of biodiversity on land and play a vital role in safeguarding the climate by naturally capturing and storing carbon.¹²

As a company with global operations and a complex supply chain, we acknowledge that we have an important role to play in eliminating deforestation within our industry and in promoting sustainable forest management practices for commodity sourcing around the world.



Palm Oil

At RBI, we prioritize the responsible sourcing of palm oil due to the inherent deforestation risk associated with its production.

We are actively working with our approved suppliers to source palm oil that does not contribute to deforestation¹³ nor agricultural development on peatlands. Our goal is that palm oil directly sourced and used as an ingredient at greater than 1% in our

approved branded food products be supplied through a Roundtable for Sustainable Palm Oil (RSPO) certified supply chain, like Mass Balance, Segregated Supply or Identity Preserved, or be covered by RSPO credits to an equivalent volume, supporting the production of sustainable palm oil in countries where and when it is commercially available. Our Palm Oil Sourcing Policy currently excludes third-party branded products as well as cooking oil and all food products sold in Turkey.

87%

of palm oil volumes within the scope of our Palm Oil Sourcing Policy¹⁴ was RSPO certified Mass Balance or better in 2021



Fibre-Based Packaging

RBI is actively working with our suppliers to ensure that our fibre-based guest packaging comes from certified or recycled sources in all our restaurants. We consider certifications from the Sustainable Forestry Initiative, Forest Stewardship Council, or the Programme for the Endorsement of Forest Certification as acceptable ways to ensure that the fibre-based guest packaging we use in our restaurants is sourced from certified sustainably managed forests.

75%

of fibre-based packaging used in restaurants was sourced from certified sustainably managed forests in 2021



11. https://www.un.org/esa/forests/wp-content/uploads/bsk-pdf-manager/83_FACT_SHEET_FORESTSANDPEOPLE.PDF.

12. https://www.un.org/esa/forests/wp-content/uploads/bsk-pdf-manager/83_FACT_SHEET_FORESTSANDPEOPLE.PDF.

13. Deforestation defined by the UN Food and Agriculture Organization — <https://www.fao.org/forestry/18222-045c26b711a976bb9d0d17386ee8f0e37.pdf>.

14. All palm oil directly sourced by the BURGER KING®, TIM HORTONS® and POPEYES® brands, and approved food products with greater than 1% palm oil/palm kernel oil as an ingredient, excluding third party branded products, as well as cooking oil and food products sold in Turkey.

Animal Health and Welfare

We recognize the need for continuous improvement with respect to animal welfare and are committed to the ongoing evaluation and adoption of best practices within the industry, our supply chain and others. Our strategy starts with understanding current industry practices and opportunities, how these differ around the world, and then determining how these factors can evolve over time. The approach we take considers the principles of being expert-informed, outcomes-focused, evidence-based, collaborative, holistic, and accountable.

Informed by Experts

We regularly consult a range of recognized subject matter experts from industry and academia to provide guidance on our policies and implementation strategies, and to challenge the way we think. Drawing on their expertise, we are evolving and working to publish global welfare policies for each protein as well as policies on the responsible use of antibiotics.

Outcomes-Focused

While our standards for animal welfare are global, they incorporate the geographic variations for how animals are raised within a global supply chain. In this regard, we focus on a desired outcome, allowing the local producer to achieve that outcome based on their management system.



Measurable

In 2021, a global cross-functional team helped to define globally aligned farm- and processing-level key welfare indicators (KWIs) for broiler chicken, to help us assess welfare outcomes. We aim to have measurements in place against these indicators beginning in 2023. The KWIs are objective measurements aligned with recognized national and international standards, such as the World Organization for Animal Health and the National Chicken Council.

Informed by Research

We are partnering with suppliers to test a variety of innovations across the supply chain and measure their respective impact on behaviour and welfare outcomes. We are working to identify and validate opportunities for future investment that are solidly based on data and evidence.

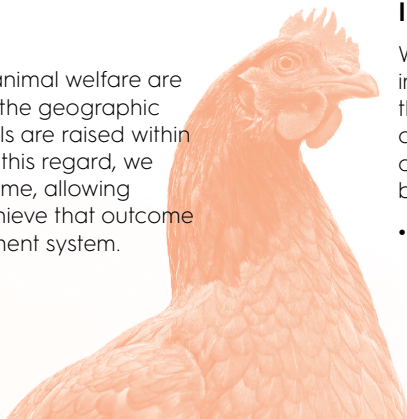
- In 2021 we worked with a US supplier to pilot a range of farm-level environmental enrichments in a test environment. Based on positive results to date, we are exploring next steps for testing at scale with US suppliers.

Collaborative

We know that we can't go it alone. We believe that animal health and welfare is a pre-competitive opportunity and we are increasingly investing in industry and cross-sector collaboration. We recently became a member of the US Roundtable for Sustainable Poultry and Eggs, as well as the International Poultry Welfare Alliance, in order to engage with the industry at-large as it redefines its guidelines for enhanced broiler welfare. We are also members of the Global Roundtable for Sustainable Beef, as well as the US Roundtable for Sustainable Beef, and we are aligned with their newly published beef welfare goal.

Holistic

We consider the full sustainability impacts of any approach, including impacts on GHG emissions, water use, land use, and commercial viability.



Good People and Communities

In This Section

Supporting People and Enhancing Livelihoods	17
Diversity and Inclusion	18
Our Workplace and Culture	19
Supporting the Communities We Serve	20



Supporting People and Enhancing Livelihoods

Our people and our culture are the driving forces behind the success of our business. Every day, the hundreds of thousands of people who work for and support our brands help us operate responsibly and achieve good things in support of our communities.

Our primary areas of focus within the people & communities pillar are:



Diversity and Inclusion



Talent Development



Supporting Our Communities



Ethics and Human Rights



Improving Supplier Livelihoods

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 why we work hard to support an environment of respect and belonging. We are taking action to become more diverse and to foster a culture of inclusion that celebrates unique strengths, perspectives and talents every day. Our philosophy extends to our communities, our franchisees, our suppliers, and our marketing agencies. It's about creating a positive ecosystem that is positioned to thrive together.

With over 29,000 restaurants around the globe in 100 different countries, there's a good chance you'll find a Tim Hortons, Burger King or Popeyes in your neighbourhood. When guests love our brands, we become a part of their lives, and have an opportunity to make an impact in their local communities. Along with our restaurant owners, we are committed to strengthening and giving back to the communities we serve through our brand foundations and by supporting local programs and issues that are close to our guests' hearts.



Diversity and Inclusion

At RBI, we are committed to building a more diverse and inclusive company where our corporate 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 corporate role within RBI are demonstrably diverse.

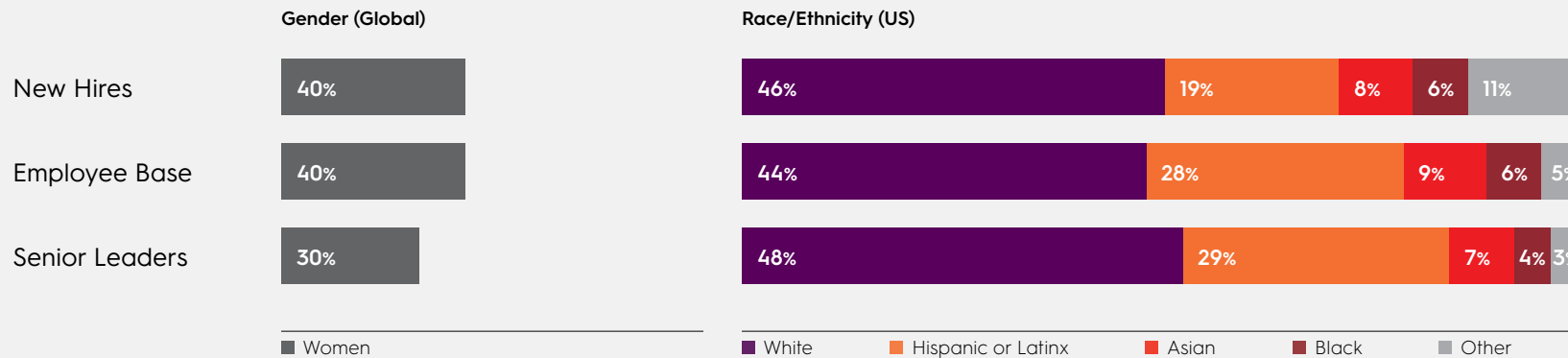
Since we established this performance objective in mid-2020, we have interviewed more than 1,100 candidates for final round interviews globally and have surpassed our target each quarter. The outcome is that 61% of 2021 corporate hires through our new process have added to the diversity of our company.

61%
of 2021 corporate hires through our new process have added to the diversity of our company.



Hiring and Representation in 2021¹³

Percentage of Corporate Employees



13. All data reported as of December 31 of the stated calendar year. Workforce composition metrics are derived from EEO-1 self-identification data. Totals are less than 100% because "undeclared" is removed. Corporate employees include all restaurant support centre and field operation roles within RBI, corporately. Senior leaders defined as Director level and above.

Our Workplace and Culture

74%

of corporate employees, globally, agreed that RBI is a great place to work – compared to 57% of employees at a typical US-based company¹⁴



100% Corporate Equality Index

We believe that all employees deserve the opportunity to live authentically and thrive at work. As such, we continue to strengthen LGBTQ+ workplace inclusion across our organization and are proud to be recognized again for the third year in a row as one of Human Rights Campaign's Best Places to Work for LGBTQ+ Equality, achieving a score of 100% in the Corporate Equality Index (CEI) 2022 Report.¹⁵



Great Place to Work Certified™

We value an employee experience that empowers and inspires hard-working, good people. Our efforts to create an environment that brings out the best in every team member are ongoing and a priority across all levels of our organization.

- 2022 Great Place to Work Canada
- 2022 Great Place to Work US
- 2022 Great Place to Work Switzerland
- 2022 Great Place to Work Singapore



14. 83% of corporate employees participated in this survey. Participating employees include restaurant support centre and field operation roles within RBI, corporately.
15. US-based index, reflecting only the US portion of our workplace demographics.

Supporting the Communities We Serve

Tim Hortons

Tim Hortons Foundation Camps

Tim Hortons Foundation Camps represents Tim Hortons largest community investment. Established in 1974 in honour of Tim Horton's love for children, its signature programs are intentionally designed to help youth aged 12-16 from low-income backgrounds discover the strengths existing within themselves.

During Camp Day 2021, owners and guests raised \$12.4 million CAD. In addition to Camp Day, more than \$22 million CAD of funding for the Foundation came from donations made by many valued suppliers, individual donors, and public donations collected year-round in coin boxes and through a new *tap to give™* campaign in Tim Hortons restaurants across Canada.

Tim Hortons Foundation Camps announced a newly-cemented partnership with Justice Fund Toronto in 2021, to break down barriers for underserved youth in the community. Tim Hortons Foundation Camps and Justice Fund Toronto are working together to ensure more youth have opportunities to build foundational skills and behaviours to become agents of social change and to support their successful transition into adulthood. Tims Camps will support the development of specific programming and host Justice Fund Toronto youth at the Tim Hortons Onondaga Farms in St. George, Ontario.

Raised more than
C\$12.4 million
during Camp Day



Smile Cookie

Everyone loves a smiling chocolate chunk cookie — especially when it's for a good cause. Every year, through this unique program, Tim Hortons restaurant owners sell special Smile Cookies for a full week and donate 100% of the proceeds to local charities, hospitals, and community programs.

Tim Hortons first launched a local Smile Cookie campaign in 1996 to help raise funds for the Hamilton Children's Hospital in Ontario by local restaurant owners. The now national 2021 Smile Cookie campaign raised a record breaking \$12.2 million CAD in just one week for more than 600 charities, hospitals and community groups in Canada and the US.

Raised a
record breaking
C\$12.2 million
in just one week



Tim Hortons (continued)

Supporting Indigenous Communities

Tim Hortons is also dedicated to advancing diversity and inclusion in society and in sport. In 2021, Tim Hortons and our 1,500 restaurant owners across Canada were proud to announce that we raised more than \$1.6 million CAD through a fundraising campaign in support of residential school survivors in Canada. This fundraiser was created by restaurant owners in support of Indigenous communities across the country after the tragic discovery of children buried on the grounds of the former residential school in Kamloops, British Columbia. The funds were donated to the Orange Shirt Society and the Indian Residential School Survivors Society.

Advancing Diversity and Inclusion in Sport

Tim Hortons donated over \$215,000 CAD to the Hockey Canada Foundation's Hockey Is Hers program. The funds were generated from 100% of net proceeds of a Tim Hortons Hockey Barbie® sold in restaurants. The Hockey is Hers campaign is focused on recruitment and retention of girls in hockey, the development of female coaching, and on supporting Canada's National Women's Team. Earlier this year, Tim Hortons raised nearly \$600,000 CAD by selling a limited-edition Choose to Include donut, where 100% of the proceeds were donated directly to Special Olympics Canada to help empower over 41,000 athletes to reach their full potential – in sport, and in life.

C\$1.6+ million

raised to support
Indigenous
communities across
Canada



Tim Hortons
restaurant owner,
Shane Goolfrieson,
outside his restaurant in
Kamloops, B.C.



Tim Hortons and
the *Hockey is Hers*
campaign has raised
over \$215,000 CAD
with the sale of
Tim Hortons
Hockey Barbie®
sold in restaurants.



C\$815,000+

donated to national
sports programs through
partnerships with
the Hockey Canada
Foundation and the
Special Olympics

Burger King

The Burger KingSM Foundation

The Foundation was established in 2005 in honour of co-founder James "Jim" McLamore to create brighter futures by empowering individuals and feeding potential through education and emergency relief. The Burger King Foundation is a non-profit organization, and a leader in education, active in 42 countries around the world. Since inception, over 300,000 children and families have been supported through education programs and employee emergency relief grants.

Burger King Scholars Program

In North America, the Burger King Scholars program provides scholarships to deserving high school seniors and Burger King corporate and franchisee employees. Scholarship awards range from \$1,000 to \$50,000 USD and since 2000, the program has provided nearly \$55 million USD in financial support to 48,000 students. Scholars are selected based on academics, financial need, and community service and/or work experience. The program is supported each year by franchisees, vendors, and guests in Burger King communities; every dollar raised in Burger King restaurants goes directly to fund local scholarships.

Each year, the top three student applicants receive the James W. McLamore Whopper Scholarship Award of \$50,000 USD, which is funded generously by the McLamore Family Foundation.

The Foundation also awards \$150,000 USD in scholarships to the top student winners of the National Restaurant Association Education Foundation's National ProStart Invitational. A \$1,000 Burger King Scholars award goes to finalists and teams participating from all 50 states.

BURGER KINGSM
Foundation

Literacy Program

Globally, the Burger KingSM Foundation partners with select non-profits to support education, focusing on literacy and youth development. We've completed 229 education projects around the world including building schools, libraries, funding curriculum, and supporting education for students in rural communities.

Burger King Family Fund

The Fund is the Foundation's emergency grant program, created to help Burger King® restaurant team members in times of needs and unexpected hardship. Grants are intended to assist with short-term, immediate needs, including rebuilding after house fires, deaths, natural disasters, medical emergencies, and more. Since 2005, we've provided over \$2.5 million USD in grants to restaurant team members.

Nearly US\$55 million
in scholarship awards
since 2000

200+

learning projects
completed since inception



↑
The Burger King Foundation has funded over 229 learning projects including libraries, schools, literacy programs, and local language children's books in locations like South Africa, Tanzania, Zambia, Cambodia, India, Sri Lanka, and Nepal.



← Each year, the top three student applicants receive the James W. McLamore Whopper Scholarship Award of \$50,000, which is funded generously by the McLamore Family Foundation.



Popeyes

The Popeyes FoundationSM focuses on supporting both our team members and the communities we serve. For our Popeyes family, the Popeyes Foundation Family Fund is available to assist with urgent needs restaurant team members and/or their immediate family members who may be victims of natural disasters or other emergency hardship situations. For our community, our focus is on hunger insecurity through our partnership with No Kid Hungry.



For Our Popeyes® Family

Since the Popeyes Foundation Family Fund program was established in 2017, we have provided more than \$450,000 USD in grants impacting over 500 team members. In 2021 alone, the Popeyes Foundation Family Fund provided over 400 total grants, including to over 350 recipients who were impacted by Hurricane Ida, totalling more than \$180,000 USD to support their needs during a tumultuous time.

400+

family fund recipients
in 2021

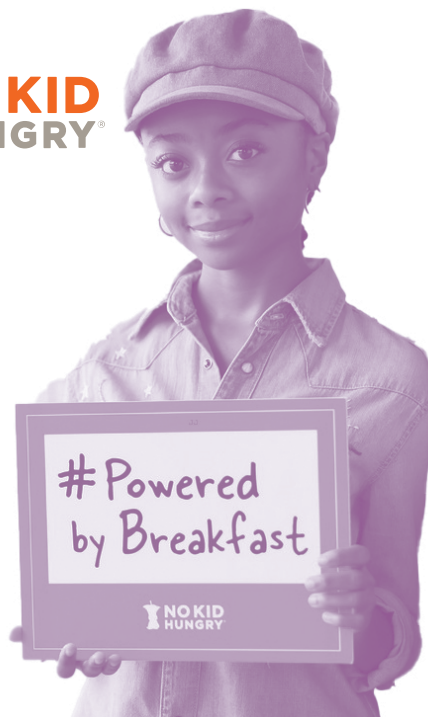
For Our Popeyes® Community

The Popeyes Foundation has been focusing on hunger relief efforts since 2018 through our partnership with No Kid Hungry. No Kid Hungry is helping to feed kids through emergency grants to schools and community groups, as well as facilitating outreach to low-income families and pushing for policies that help feed more kids.

As of March 2022, we were extremely proud to announce that The Popeyes Foundation has officially donated over \$1.2 million USD to No Kid Hungry since 2018.

US\$1.2 million+

donated to No Kid Hungry
since 2018



1 Million Nuggets

In 2021, Popeyes purchased the cash equivalent of one million nuggets in gift cards from nugget competitors (including their own), to donate through The Popeyes Foundation to Second Harvest Food Bank Feeding South Louisiana. This initiative was created in hopes that the gesture would serve to make "piece" and say goodbye to the chicken wars across competitor brands.



← Popeyes purchased the equivalent of one million nuggets from competitors to donate to Second Harvest Food Bank Feeding South Louisiana.

Our Objectives and

Our Progress

In This Section

Our Objectives and Our Progress 25

Our Objectives and Our Progress 2021

Ongoing Achieved

Food

Serving high-quality and great tasting food every day



Food Safety

We provide guests around the world with safe, high-quality and great-tasting food, by maintaining industry-leading standards for vendor quality standards and food safety.

Our Tim Hortons, Burger King and Popeyes restaurants worldwide are subject to rigorous food safety inspection on a regular schedule.

Our suppliers are required to be certified under the Global Food Safety Initiative (GFSI).



High-Quality Ingredients

Our brands continue to make substantial changes to their menus to embrace and promote high-quality, freshly prepared and locally sourced food.

By 2025:

- Popeyes US is working towards banning 120 artificial ingredients and offering a menu that is free of colours, flavours and preservatives from artificial sources, wherever possible.

In the US, Burger King has banned more than 120 ingredients from the food menu, and is working toward offering a permanent food menu that is free of colours, flavours and preservatives from artificial sources, where possible.

In the US, the Whopper sandwich is always made to order, and tomatoes and onions are cut fresh every day.

At Popeyes globally, chicken is marinated for at least twelve hours in bold and flavourful Louisiana seasonings, freshly breaded, then hand battered and fried with a crispy shatter crunch.

Tim Hortons Canada is committed to brewing original blend coffee every twenty minutes and introduced freshly cracked eggs across the country in 2021.

At Tim Hortons Canada, milk, cream, butter, cheese, eggs, as well as potatoes for hash browns and wedges are sourced from within Canada.

For Popeyes US, all chicken and eggs for batter come from Americans farms; red beans are grown in Colorado, Nebraska and Wisconsin.



Improving Choice, Nutrition, and Transparency

It's important for guests to feel good about our food. We are working to provide guests with balanced menu options and to equip them with the information to make educated choices about their meals to fit their individual lifestyles.

Ongoing Goals:

- Around the world, our brands have continued to expand options for guests looking for plant-based menu items.
- 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.
- The Burger King brand remains committed to ensuring we advertise menu items that provide families with options suitable for even our youngest guests.

Plant-based burgers¹ have now been introduced at Burger King in 70 markets.

We are developing targets to improve the nutritional profile of menu options served at our restaurants around the world.

An online nutrition information platform has been implemented for Burger King in the US and Canada 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.



1. Patty made from plants, and cooked on the same broiler as beef patties. Contains mayo. May vary by market.

Planet

Continuously reducing our environmental footprint



Climate Action

As one of the largest quick-service restaurant companies globally, we have an opportunity and an obligation to address climate change head on and our ambition is to become a part of the solution.

By 2030:

- Reduce absolute Scope 1 and 2 greenhouse gas emissions by 50%.
- Reduce Scope 3 greenhouse gas emissions intensity by 50% per metric ton of food and per franchise restaurant.
- Transition 72% of corporate truck fleet to electric models.
- Transition 100% of our corporate car fleet to electric models.
- Procure renewable energy for 100% of electricity use for our directly-controlled and corporate owned or leased operations globally.
- Procure 50% of electricity used globally by franchise restaurants from renewable energy sources.
- Develop, formalize and incorporate green building standards into new build and remodelled restaurants.

By 2050:

- Achieve net-zero emissions.

In 2019 we joined in the launch of a three-year grasslands restoration program with Cargill and the World Wildlife Fund.

In 2021, we joined the Supplier Leadership on Climate Transition consortium to engage and assist suppliers in accelerating climate action by addressing their own Scope 3 emissions.

In April 2022, we announced our support of a five-year regenerative agriculture program in the Southern Great Plains with Cargill and the National Fish and Wildlife Fund.

As of May 2022, we've purchased renewable energy certificates to cover 100% of 2021 electricity use for directly-controlled and our corporate owned or leased³ operations in North America.

In May 2022, we purchased 40 Tesla Model 3 electric vehicles that will function as a pilot to validate their operational effectiveness within our car fleet.



Miami and Toronto Restaurant Support Centres, Tim Hortons Distribution Centres and Manufacturing Centres, and Burger King, Popeyes and Tim Hortons corporate-owned restaurants in North America as of Dec. 31, 2021.

Packaging and Recycling

Packaging helps us serve our guests the food they love and working closely with suppliers, we are innovating to reduce our use of packaging, transition to more sustainable materials and help our guests to reuse and recycle.

Ongoing Goals:

- Increase the use of reusable packaging alternatives.
- Find opportunities to reduce material volume through innovative design and restaurant policies.

- Increase the use of renewable and recycled materials.
- 100% of fibre-based guest packaging to be from recycled or certified sources.³
- Reduce problematic or unnecessary plastics – those which are difficult to recycle or compost due to their format, composition, or size.
- Work to make our guest packaging reusable, recyclable, or compostable within the markets in which we operate around the world.

By 2022:

- Fully eliminate the use of expanded polystyrene (EPS) foam from approved guest packaging.

- By end of 2025, phase out intentionally added PFAS from guest packaging.
- By end of 2025, recycle guest packaging in restaurants globally, where commercially viable and where infrastructure is available.

As of early 2022, pilot testing of reusable and returnable takeaway packaging has taken place at select Tim Hortons and Burger King restaurants in Toronto, Vancouver, and New Jersey.

Cumulatively across Tim Hortons Canada and Burger King markets in Europe and China, an estimated 1 billion traditional plastic straws will be avoided annually through transitions to alternative materials implemented in 2021.

Over 75% of the fibre-based guest packaging across RBI comes from recycled or certified³ sources today.

Joining Burger King, Popeyes has phased out EPS foam from centrally-managed approved guest packaging globally as of Q2 2022.



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).

Ongoing Goals:

- We will remain committed to good antibiotic stewardship and reducing antibiotics important to human medicine (as defined by the World Health Organization⁴) in our chicken and beef supply chains.
- Tim Hortons is committed to strengthening its approach to ethically sourcing coffee by partnering with Enveritas.
- We aim to source pork raised without the use of gestation crates for pregnant sows for regions representing ~93%⁵ of our global pork requirements in the near future⁶, and in remaining markets by 2035 or sooner.

2024:

- In the US and Canada, we are working towards increasing broiler chicken welfare outcomes in line with the five freedoms and five domains of animal welfare.

2025:

- We aim to use cage-free eggs in North America, Western Europe, Latin America, Australia and New Zealand representing ~94%⁷ of our global egg requirements, and in remaining markets by 2030.

2030:

- We aim to eliminate deforestation as defined by the United Nations Food and Agricultural Organization from our global supply chain.

In 2021, we audited our global procurement practices against ISO20400 standards and are building frameworks for key commodities to embed sustainability as a key aspect of our procurement requirements.

As of today, the chicken used in approved products for both Burger King and Popeyes US is now raised without the use of antibiotics important to human medicine as defined by the World Health Organization⁴.

Our European⁷ and African markets are already compliant with our sow housing commitment today.

We established global broiler chicken key welfare indicators which will be used to measure farm-level welfare outcomes and will work with our suppliers to establish data collection and drive progress over time.

In 2021 we worked with a US supplier to pilot a range of farm-level environmental enrichments in a test environment. Based on positive results to date, we are exploring next steps for testing at scale with US suppliers.

Today in Australia, New Zealand, and the UK, whole eggs used at Burger King are produced by laying hens reared in cage-free systems.

Tim Hortons partners with Enveritas, who verifies 100% of coffee purchases each year under a set of Social, Economic and Environmental standards that confirms responsible and ethical sourcing.

In 2021, 87% of the palm oil within the scope of our Palm Oil Sourcing Policy⁸ was RSPO-certified Mass Balance or better.



4. As defined by the World Health Organization in Critically Important Antimicrobials for Human Medicine 6th Revision 2018.
5. Based on 2021 volumes.
6. Progress and conversion rates have been delayed because of the impacts of COVID-19 and other supply chain factors.
7. Europe defined as excluding Russia & CIS.
8. All palm oil directly sourced by the BURGER KING®, TIM HORTONS® and POPEYES® brands, and approved food products with greater than 1% palm oil/palm kernel oil as an ingredient, excluding third party branded products, as well as cooking oil and food products sold in Turkey.

People and Communities

Supporting people and enhancing livelihoods



Supporting Communities

Our brands and restaurant owners are committed to contributing time, talent and funds to build up the communities they serve.

During Camp Day 2021, restaurant owners and guests raised \$12.4 million CAD for the Foundation – a major part of the nearly \$22.5M CAD raised by the Foundation during the year. More than 300,000 youth from disadvantaged circumstances have been helped by Tim Hortons Foundation Camps over the past four decades.

A record-breaking \$12.2 million CAD in just one week for more than 635 charities, hospitals and community groups in Canada and the US, during the 2021 Smile Cookie Campaign.

\$1.6 million CAD was raised during the 2021 Orange Sprinkle Donut campaign in support of residential school survivors in Canada.

In 2021, over 290,000 youth registered to be supported by Tim Hortons restaurant owners through the Timbits minor sports program across Canada and the US.

In 2021, Tim Hortons donated over \$215,000 CAD to the Hockey Canada Foundation's Hockey Is Hers program, focused on recruiting and retaining girls in hockey, the development of female coaching, and supporting Canada's National Women's Team.

Tim Hortons owners also raised nearly \$600,000 CAD by selling a limited-edition Choose to Include donut, where 100% of the proceeds were donated directly to Special Olympics Canada to help empower over 41,000 athletes to reach their full potential – in sport, and in life.

At Tim Hortons, we know the power of teamwork. Restaurant owners and donation vehicles drop off free coffee and baked goods to thank and recognize those who serve our communities. In 2021, we proudly served over 500,000 individuals and nearly 6,000 organizations.

Since its inception in 2005, the Burger King Foundation has supported nearly 300,000 children and families through education programs and employee emergency relief grants.

Since 2000, Burger King has provided \$55 million USD in scholarships to over 48,000 deserving high school seniors and Burger King corporate and franchisee employees, through the Burger King Scholars Program.

Established in 2017, the Popeyes Family Fund has provided more than \$450,000 USD in grants impacting over 500 restaurant team members.

As of March 2022, the Popeyes Foundation had officially donated over \$1.2 million USD directly to support No Kid Hungry.

In 2021, Popeyes purchased the cash equivalent of one million nuggets in gift cards from nugget competitors (including their own), to donate through The Popeyes Foundation to Second Harvest Food Bank Feeding South Louisiana. The initiative was created in hopes that the gesture would serve to make "pieces" and say goodbye to the chicken wars across competitor brands.



GRI and SASB

2021 Index

In This Section

GRI 102: General Disclosures	27
GRI 200: Economic	30
GRI 300: Environmental	31
GRI 400: Social	32

GRI and SASB 2021 Index

The Global Reporting Initiative (GRI) is an independent, international organization that helps businesses and other organizations take responsibility for their impacts by providing them with the global common language to communicate those impacts to multiple stakeholders.

The Sustainability Accounting Standards Board (SASB) is an independent standard-setting organization that looks to improve efficiency and consistency in environmental, social and governance (ESG) reporting of material issues for each sector and has been developed in conjunction with investors.

As we build on our existing reporting and continue advancing our commitment to being transparent on our ESG priorities, management approaches, and performance, Restaurant Brands International has published its GRI and SASB disclosure frameworks for the financial year ended December 31, 2021.

The following index includes our response to several GRI topics, along with management approach disclosures that will support further alignment with metrics from the SASB Restaurants Standard. In certain instances, a specific GRI or SASB topic may be described in our

reporting but Restaurant Brands International may not currently report progress on the corresponding GRI disclosure or SASB metric. In these instances, we provide relevant data on the topic and/or link to the corresponding topic page within the Restaurant Brands for Good section of our corporate website, which acts as a live reporting platform where these topics and any relevant performance data are discussed further.

This index represents one of our latest efforts to provide robust and meaningful information to key stakeholders and share our progress in a standardized and accessible way.

GRI 102: General Disclosures

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
Organizational Profile				
102-1	Name of organization	Restaurant Brands International Inc.		
102-2	Activities, brands, products and services	2021 Form 10-K: Business (pgs. 4-10)		
102-3	Location of headquarters	Toronto, Ontario, Canada		
102-4	Location of operations	2021 Form 10-K: Business (pg. 4)		
102-5	Ownership and legal form	Restaurant Brands International Inc. is a publicly traded Canadian corporation listed on the New York Stock Exchange ("NYSE") and Toronto Stock Exchange ("TSX") under the ticker symbol "QSR".		
102-6	Markets served	2021 Form 10-K: Business (pgs. 4-10)		
102-7	Scale of organization	2021 Form 10-K: Human Capital (pgs. 9-10) and Operating Metrics (pgs. 28-32)	FB-RN-000.A	Number of (1) company-owned and (2) franchise restaurants
102-8	Information on employees and other workers	2021 Form 10-K: Human Capital (pgs. 9-10)	FB-RN-000.B	Number of employees at (1) company-owned and (2) franchise locations
102-9	Supply chain	2021 Form 10-K: Business (pgs. 4-10)		

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
102-10	Significant changes to the organization and its supply chain	2021 Form 10-K: Business (pgs. 4–10) In December 2021, RBI completed its acquisition of Firehouse Subs, the operations of which may be captured in our proxy and financial reporting, but not currently elsewhere, unless stated otherwise.		
102-11	Precautionary principle or approach	2021 Form 10-K: Risk Factors (pgs. 11–21) 2022 Proxy Statement: Risk Management (pg. 21)		
102-12	External initiatives	Restaurant Brands for Good: Memberships And Partnerships		
102-13	Membership of associations			
Strategy				
102-14	Statement from senior decision-maker	Restaurant Brands for Good: ESG Governance, Stakeholder Engagement, Reporting, and Materiality		
102-15	Key impacts, risks and opportunities	2021 Form 10-K: Risk Factors (pgs. 11–21) and Our Business Strategy (pg. 5)		
Ethics and Integrity				
102-16	Values, principles, standards and norms of behaviour	Code of Business Ethics and Conduct		
102-17	Mechanisms for advice and concerns about ethics	Code of Conduct for Directors Commitment to Our Team Members Code of Ethics for Executive Officers Code of Business Ethics and Conduct for Vendors Whistleblowing Policy Restaurant Brands for Good: Ethics and Human Rights		
Governance				
102-18	Governance structure	2022 Proxy Statement: Corporate Governance (pgs. 11–20)		
102-19	Delegating authority	Restaurant Brands for Good: ESG Governance		
102-20	Executive-level responsibility for economic, environmental and social topics			
102-21	Consulting stakeholders on economic, environmental and social topics	Restaurant Brands for Good: Stakeholder Engagement		
102-22	Composition of the highest governance body and its committees	About Us > Board of Directors Investors > Corporate Governance > Committee Charters		
102-23	Chair of the highest governance body			
102-24	Nominating and selecting the highest governance body	Corporate Governance Guidelines		
102-25	Conflicts of interest	2022 Proxy Statement: Governance Guidelines and Nominating and Corporate Governance Committee (pgs. 11, 18–19)		
102-26	Role of highest governance body in setting purpose, values and strategy	Corporate Governance Guidelines		

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
102-27	Collective knowledge of highest governance body	Corporate Governance Guidelines		
102-28	Evaluating the highest governance body's performance	2022 Proxy Statement: Nominees for Director and Corporate Governance Guidelines (pgs. 2-9, 11)		
102-29	Identifying and managing economic, environmental and social impacts	Restaurant Brands for Good: Materiality		
102-31	Review of economic, environmental, and social topics	2022 Proxy Statement: Sustainability – Restaurant Brands for Good (pgs. 21-24)		
102-32	Highest governance body's role in sustainability reporting			
102-33	Communicating critical concerns	Corporate Governance Guidelines (p. 9)		
102-35	Remuneration policies	2022 Proxy Statement: Compensation Discussion and Analysis (pgs. 32-52) and Advisory Vote on Executive Compensation (pg. 54)		
102-36	Process for determining remuneration			
102-37	Stakeholders' involvement in remuneration			
102-38	Annual total compensation ratio	2022 Proxy Statement: CEO Pay Ratio (pg. 53)		
Stakeholder Engagement				
102-40	List of stakeholder groups	Restaurant Brands for Good: Stakeholder Engagement		
102-42	Identifying and selecting stakeholders	2022 Proxy Statement: Shareholder Engagement (pgs. 24-25)		
102-43	Approach to stakeholder engagement			
102-44	Key topics and concerns raised			
Reporting Practice				
102-45	Entities included in the consolidated financial statements	2021 Form 10-K: Explanatory Note (pg. 3), Principles of Consolidation (pgs. 64-65), and Exhibit 21.1 (List of Subsidiaries of the Registrant)		
102-46	Defining report content and topic boundaries	Restaurant Brands for Good: Reporting		
102-47	List of material topics	Restaurant Brands for Good: Materiality		
102-48	Restatements of information	RBI does not have any restatements of information for this reporting cycle.		
102-49	Changes in reporting	In December 2021, RBI completed its acquisition of Firehouse Subs, the operations of which may be captured in our proxy and financial reporting, but not currently elsewhere.		
102-50	Reporting period	Calendar year 2021, unless otherwise noted.		
102-51	Date of most recent report	This is RBI's third GRI Content Index. Our 2019 Index, as well as other past reports, is available in the Supporting Policies and Reports section of our corporate website.		
102-52	Reporting cycle	Restaurant Brands for Good: Reporting		
102-53	Contact point for questions regarding the report			

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
102-54	Claims of reporting in accordance with the GRI Standards	This report is aligned with the GRI Standards, with a goal to be in accordance with the Core option.		
102-55	GRI Content Index	This table represents the GRI Content Index.		
102-56	External assurance	We do not currently seek external assurance on our ESG disclosures and do not have a policy pertaining to assurance for ESG reporting.		

GRI 200: Economic

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 201: Economic Performance				
103-1	Explanation of the material topic and its Boundary	2021 Form 10-K: Business (pg. 4) and Financial Statements and Supplementary Data (pgs. 53-100)		
103-2	The management approach and its components			
103-3	Evaluation of the management approach			
201-1	Direct economic value generated and distributed (EVG&D)	2021 Form 10-K: Financial Statements and Supplementary Data (pgs. 53-100)		
201-2	Financial implications and other risks and opportunities due to climate change			
GRI 205: Anti-Corruption				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Ethics and Human Rights		
103-2	The management approach and its components	Code of Business Ethics and Conduct: Inside Information, and Bribes, Kickbacks and Improper Payment (pg. 21)		
103-3	Evaluation of the management approach	Code of Business Ethics and Conduct for Vendors: Business Integrity (pg. 4)		
GRI 206: Anti-Competitive Behaviour				
103-1	Explanation of the material topic and its Boundary	Code of Business Ethics and Conduct: Commercial Transactions (pg. 19)		
103-2	The management approach and its components			
103-3	Evaluation of the management approach			

GRI 300: Environmental

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 301: Materials				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Our Planet	FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards
103-2	The management approach and its components	Restaurant Brands for Good: Packaging and Recycling		
103-3	Evaluation of the management approach	Restaurant Brands for Good: Responsible Sourcing	FB-RN-430a.2	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation
		Restaurant Brands for Good: Animal Welfare		
		Restaurant Brands for Good: Forest Commitment		
		Restaurant Brands for Good: Beef		
		Restaurant Brands for Good: Coffee	FB-RN-150a.2	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable and/or compostable
GRI 302: Energy				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Climate Action	FB-RN-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
103-2	The management approach and its components	Code of Business Ethics and Conduct for Vendors (pg. 5)		
103-3	Evaluation of the management approach	CDP Climate Change, 2021 Questionnaire Responses (section C8)		
302-1	Energy consumption within the organization			
302-2	Energy consumption outside of the organization			
302-3	Energy intensity			
GRI 303: Water and Effluents				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Responsible Sourcing	FB-RN-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with high or extremely high baseline water stress
103-2	The management approach and its components	Restaurant Brands for Good: Climate Action		
103-3	Evaluation of the management approach	Code of Business Ethics and Conduct for Vendors: Sustainability (pg. 5)		
GRI 305: Emissions				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Responsible Sourcing		
103-2	The management approach and its components	Restaurant Brands for Good: Climate Action		
103-3	Evaluation of the management approach	Code of Business Ethics and Conduct for Vendors: Sustainability (pg. 5)		

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
305-1	Direct (Scope 1) GHG emissions	CDP Climate Change, 2021 Questionnaire Responses (sections C4, C6, C7)		
305-2	Energy indirect (Scope 2) GHG emissions			
305-3	Other indirect (Scope 3) GHG emissions			
305-4	GHG emissions intensity			
GRI 306: Waste				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Responsible Sourcing	FB-RN-150a.1	(1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted
103-2	The management approach and its components	Restaurant Brands for Good: Packaging and Recycling		
103-3	Evaluation of the management approach	Code of Business Ethics and Conduct for Vendors: Sustainability (pg. 5)		
GRI 308: Supplier Environmental Assessment				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Responsible Sourcing	FB-RN-430a.1	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards
103-2	The management approach and its components	Restaurant Brands for Good: Animal Welfare		
103-3	Evaluation of the management approach	Restaurant Brands for Good: Forest Commitment Restaurant Brands for Good: Coffee Restaurant Brands for Good: Beef		

GRI 400: Social

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 401: Employment				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: People and Communities		
103-2	The management approach and its components	Restaurant Brands for Good: Talent Development		
103-3	Evaluation of the management approach	Code of Business Ethics and Conduct Code of Business Ethics and Conduct for Vendors		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Commitment to Our Team Members 2021 Form 10-K: Human Capital (pgs. 9-10)		
GRI 403: Occupational Health and Safety				
103-1	Explanation of the material topic and its Boundary	Code of Business Ethics and Conduct: A Safe and Secure Environment (pg. 27)		
103-2	The management approach and its components	Commitment to Our Team Members		
103-3	Evaluation of the management approach	Code of Business Ethics and Conduct for Vendors (pg. 7) 2021 Form 10-K: Human Capital (pgs. 9-10)		

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 404: Training and Education				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: People and Communities		
103-2	The management approach and its components	Restaurant Brands for Good: Talent Development		
103-3	Evaluation of the management approach	Commitment to Our Team Members		
404-2	Programs for upgrading employee skills and transition assistance programs	2021 Form 10-K: Human Capital (pgs. 9-10)		
GRI 405: Diversity and Equal Opportunity GRI 406: Non-Discrimination				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: People and Communities		
103-2	The management approach and its components	Restaurant Brands for Good: Diversity and Inclusion		
103-3	Evaluation of the management approach	RBI Commitment to Diversity Code of Business Ethics and Conduct: Inclusion, Diversity and Respect (pgs. 2, 11) , and A Safe and Secure Environment (pg. 27) Commitment to Our Team Members Code of Business Ethics and Conduct for Vendors: Working Conditions (pgs. 6-7) 2021 Form 10-K: Human Capital (pgs. 9-10)		
405-1	Diversity of governance bodies and employees	2022 Proxy Statement: Board Highlights, Governance Guidelines, and Executive Officer Diversity (pgs. iii, 11, 20-21) Restaurant Brands for Good: Diversity and Inclusion		
GRI 407: Freedom of Association and Collective Bargaining GRI 409: Forced or Compulsory Labour GRI 412: Human Rights Assessment GRI 414: Supplier Social Assessment				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Ethics and Human Rights	FB-RN-430a.3	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare
103-2	The management approach and its components	Code of Business Ethics and Conduct: Human Rights (pg. 11) Code of Business Ethics and Conduct for Vendors		
103-3	Evaluation of the management approach	Commitment to Our Team Members Code of Business Ethics and Conduct for Vendors: Working Conditions (pgs. 6-7) Restaurant Brands for Good: Responsible Sourcing		

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 413: Local Communities				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: People and Communities		
103-2	The management approach and its components	Restaurant Brands for Good: Supporting Communities		
103-3	Evaluation of the management approach			
413-1	Operations with local community engagement, impact assessments and development programs			
GRI 416: Customer Health and Safety				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Food	FB-RN-250a.1	(1) Percentage of restaurants inspected by a food safety oversight body,
103-2	The management approach and its components	Restaurant Brands for Good: Food Safety		(2) percentage receiving critical violations
103-3	Evaluation of the management approach	Restaurant Brands for Good: Improving Choice, Nutrition and Transparency	FB-RN-250a.3	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation
			FB-RN-250a.2	(1) Number of recalls issued and (2) total amount of food product recalled
GRI 417: Marketing and Labelling				
103-1	Explanation of the material topic and its Boundary	Restaurant Brands for Good: Improving Choice, Nutrition and Transparency	FB-RN-260a.1.	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options
103-2	The management approach and its components		FB-RN-260a.2.	(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options
103-3	Evaluation of the management approach		FB-RN-260a.3	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children
GRI 418: Customer Privacy				
103-1	Explanation of the material topic and its Boundary	Code of Business Ethics and Conduct: Business Record and Proprietary Information (pg. 15)		
103-2	The management approach and its components	Privacy Policy Highlights		
103-3	Evaluation of the management approach			

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