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ESG Governance, Stakeholder Engagement, Reporting, And Materiality



“ 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.

José Cil
CEO, Restaurant Brands International Inc.

Our Brands

Restaurant Brands International owns four of the world's most prominent and iconic quick service restaurant brands – Burger King, Tim Hortons, Popeyes and Firehouse Subs. These independently operated brands have been serving their respective guests, franchisees and communities for decades.

Our Approach

We're committed to the simple principle of doing what's right. As one of the largest quick service restaurant companies in the world, it is both our responsibility and opportunity to advance the issue of sustainability in the food service industry.

That's where the **Restaurant Brands for Good** plan comes in.

It's the framework for serving guests the food and drinks they love, while contributing to a sustainable future and having a positive social impact in the communities we serve.

ESG Governance

With over 29,000 restaurants and a global network of franchisees and suppliers, we know it's critical to align all key stakeholders within and outside of our organization to drive our sustainability priorities forward. This work begins with an effective governance structure which allows for top-down guidance and bottom-up prioritization and execution.

Restaurant Brands International's Board of Directors oversees the management of ESG topics and receives an update from management at least twice annually. RBI's Chief Corporate Officer and our Global Head of Supply Chain are jointly accountable for the sustainability framework and strategy, and report to our Chief Executive Officer, who provides oversight.

Managing sustainability is a division between corporate and brand-led initiatives. A corporate-level team tracks stakeholder expectations and trends, identifies sustainability initiatives to support the business strategy, and highlights best practice across the group. The team maintains regular contact with senior leadership, guiding them on long-term social and environmental trends and the expectations of global stakeholders, engaging them to incorporate sustainability priorities as part of their business objectives. They also guide the company's sustainability reporting, and work with a number of other business lines to oversee the preparation of sustainability disclosures. Regional brand presidents work together with restaurant owners to inform the company-wide business plan, and to execute and market sustainability initiatives at the brand level.

The importance of sustainability at Restaurant Brands International is also reflected in metrics linked to annual employee performance incentives across our business. In addition, executive compensation is tied to ESG metrics in 2022 related to both diversity and responsible sourcing.

Finally, our commitment to good corporate citizenship and sustainability is communicated in our [Code of Business Ethics and Conduct for Non-Restaurant Employees](#) and the [Restaurant Brands International Code of Business Ethics and Conduct for Vendors](#).

Materiality

Restaurant Brands for Good is built on our first materiality assessment which was conducted to identify the most important sustainability issues for our business. We update the inputs to this assessment on a regular basis, benchmarking ourselves in relation to our industry peers and competitors, assessing guests' priorities through consumer research and social media, capturing external stakeholder perspectives through Non-Governmental Organizations (NGOs) requests and investor inquiries, cross-referencing these topics against an assessment of business risks in order to gather key insights and concerns to consider, and additionally identifying the areas where we believe we can push the industry forward.

We are also making a long-term commitment to support the achievement of the UN's Sustainable Development Goals (SDGs) for 2030, and evaluated where Restaurant Brands International can contribute and focus resources to help drive the greatest impact.

Through the materiality assessment process, we identified and continue to evolve our key impact areas, which form our three pillars of **Food, Planet, and People & Communities**. We will focus on these pillars as we work to bring our sustainability vision to life. [Click here to view our pillars and impact areas.](#)

Reporting

We are committed to communicating our performance regularly and transparently. The Restaurant Brands for Good section of our website is designed to be updated at least annually, and we also publish annual summaries of progress, and report against external frameworks, including GRI and SASB, in addition to reporting our greenhouse gas emissions and climate action strategy through the CDP Climate survey annually. We publish these reports on our [Policies and Reports](#) page.

[View Latest Restaurant Brands for Good Report \(2021\) →](#)

[View 2021 ESG Index →](#)

[View All Policies And Reports →](#)

Reporting Scope

Unless otherwise stated, information and data across the Restaurant Brands for Good section covers Restaurant Brands International and its subsidiaries during fiscal year 2020 (January to December).

Statements contained in these web pages about future developments and past occurrences are based on information and assumptions available as of the date of publication. Certain information in this report has been provided by third parties, including our vendors. In these cases, we have relied on these third parties for accuracy and completeness.

Reporting Boundaries

Our Franchisees and vendors are independent business owners who make decisions for their own organizations, while maintaining core standards for our

brand and customer satisfaction. We work in collaboration with them to raise awareness and provide tools and opportunities to help them manage ESG issues. We work with vendors to mutually set objectives and targets, monitor progress and engage collaboratively on shared innovation opportunities and challenges.

Contact Information

For questions regarding Restaurant Brands for Good and our reporting, please contact sustainability@rbi.com

Stakeholder Engagement

Ongoing stakeholder engagement enables us to identify and understand issues, risks and opportunities that can affect Restaurant Brands International and our brands. It is also essential for us to proactively manage potential business operation impacts with key stakeholders.

This is a continuous process through which the views of individuals and groups are responsibly collected and used as important insights into our decision-making processes. We have a diverse set of stakeholders which require a variety of engagement methods, and we recognize that these methods must be representative, inclusive, respectful and focused in order to be meaningful. These include, but are not limited to, collaborative partnerships, online surveys, and in-person forums and events. The feedback we receive as a result is essential to informing our material topics and how we best address those in order to maximize our social impact.

Throughout The Year, We Engage With The Following Stakeholder Groups:

Guests

Our big dream is to build the most loved restaurant brands in the world. We work hard, every day, to serve great food that our guests and our people love. As our main priority, we focus on understanding our guests' needs through extensive guest research, including how they feel on topics related to sustainability. Across channels, from social networks to our specialized customer service teams, we strive to keep guests informed and make it easy to provide feedback, to foster a positive guest experience.

Restaurant Owners

Whether during our advisory board meetings or at our annual convention, restaurant owners are brought together to discuss business plans and share priorities. We believe in making sure all restaurant owners feel prepared to uphold the brand experience for our guests. Through engagement surveys, we verify our efforts and utilize our dedicated field teams on the ground, to share best practices and promote ongoing franchisee success.

Vendors

As a consumer-facing business, many of our products' biggest sustainability impacts are located beyond our own operations, so our vendors are instrumental to the execution of our sustainability strategy. We engage with our vendors to gather feedback on new sourcing policies, understand where challenges and opportunities for innovation exist, and ultimately advance our responsible sourcing progress and commitments. We also engage with our vendors to certify their compliance to the standards contained in our Code of Business Ethics and Conduct for Vendors.

Corporate Employees

Our employees are committed to building the most loved restaurant brands and their inputs guide business decisions, maintain strong relationships with our suppliers and franchisees, and foster a safe workplace, all of which help us in achieving this goal.

Hosting townhall meetings and quarterly all-employee meetings allow for frequent updates and progress checkpoints to be communicated across the entire business. We also make sure we collect employee feedback, from two-way engagement to regular surveys, we care about what our people think and use their insights to influence our strategy.

Local Communities/Community Organizations

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. Through our foundations-Tim Hortons Foundation camps, the Burger King Foundation, the Popeyes Foundation and the Firehouse Subs Public Safety Foundation-our brands are devoted to contributing time, talent and funds to build up the communities they serve.

Government

Through direct engagement or industry associations, we engage with policymakers to understand priorities and demonstrate regulation compliance. We work to inform legislative and government officials of our commitment, and advocate in the best interest of our brands.

Investors

ESG issues and goals have become an increasingly important topic of conversations with our investors. We know that those invested in our brands expect transparency regarding both financial and non-financial information, with an emphasis on the future direction of our brands. Through engagements such as annual shareholder meetings, quarterly earnings reports and direct meetings, we aim to regularly communicate updates while seeking feedback and responding to inquiries.

Industry Associations/Non-Governmental Organizations (NGOs)

By engaging with a range of NGOs and industry associations, we gain external perspectives on policies that help inform decisions and support strategies. Memberships with industry associations allow us to share knowledge with and learn from like-minded businesses, supporting mutual interests and goals.

Memberships And Partnerships

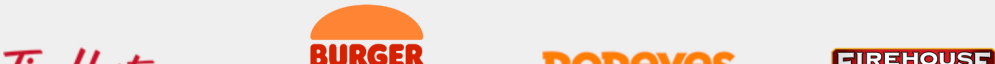
Restaurant Brands International or the relevant brands are members of a number of organizations that allow us to stay connected to other key actors across the value chain on topics related to sustainability. We proactively participate in collective action where we believe we can make a difference to drive industry change, share our own unique point of view as well as best practices and challenges, and keep our fingers on the pulse of global sustainability agendas. Through our memberships, we also gain guidance, informative resources, and support for continuously improving our own sustainability performance.

Some of our key memberships include:

- Global Roundtable for Sustainable Beef
 - U.S. Roundtable on Sustainable Beef (Burger King, US)
 - Roundtable on Sustainable Palm Oil
 - Roundtable for Responsible Soy
 - CDP Supply Chain – Forests founding member
 - National Restaurants Association
 - Clean Energy Buyers Alliance
- National Coffee Association (Tim Hortons, US)
 - Coffee Association of Canada (Tim Hortons, Canada)
 - PAC Packaging Consortium (Tim Hortons, Canada)
 - Children’s Food & Beverage Advertising Initiative (Burger King, US)
 - EU Pledge (Burger King, EMEA)
 - Serving Europe
 - Restaurants Canada (Tim Hortons, Canada)
 - United Nations Global Compact

Disclosures

- GRI
 - GRI 102: General Disclosures
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Tim Hortons

KING

POPEYES

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