

Restaurant Brands for Good

2022
Report



Letter from Josh Kobza

At Restaurant Brands International, our big dream of building the most loved restaurant brands in the world goes hand in hand with our commitment to sustainability. We understand that our success is deeply connected with our dedication to making a positive impact on the guests we serve, the planet we share, and the communities that surround us.

Our *Restaurant Brands for Good* framework, rooted in three pillars – *Food*, *Planet*, and *People & Communities* – guides us in our sustainability journey. With about 30,000 restaurants in over 100 countries worldwide, our four iconic brands – Burger King, Tim Hortons, Popeyes, and Firehouse Subs – strive to offer the delicious, affordable, and convenient meals you love, all while embracing sustainability throughout the process.

In our third sustainability report, we're proud to showcase the significant strides we made last year, building on the foundation laid since launching our framework in 2019. Since then, we established a robust governance structure to ensure alignment and ownership of our sustainability goals across our brands and regions globally. With these critical steps taken, we then reviewed and fine-tuned our approach, setting the stage for our priority today: putting our plans into action.

Throughout this report, you will discover our approach to sustainability, including the actions we've taken, the progress we've made, and the goals driving us forward. Over the past year, we recalculated our greenhouse gas emissions footprint, helping us ensure we stay the course toward our science-based targets. We also made significant

headway on many of our key initiatives, including sourcing 99% of our electricity from renewable energy for our corporate-owned facilities globally and collectively raising millions of dollars through our brand foundations to support a wide range of social causes and community-based programs. As we celebrate these achievements, we're also honoured to be named to the Dow Jones Sustainability Index for the first time, a recognition that underscores our dedication to sustainability and motivates us to continue reaching new heights.

But even as we reflect on our milestones, we recognize that the road ahead is long and full of obstacles. We're proud of our progress, yet we know there is still much to accomplish. Looking ahead, we're dedicated to continuous improvement and adapting to new sustainability challenges. Together, we're confident we can rise to the challenges, seize opportunities, and continue charting a path to a more sustainable tomorrow.

Thank you,

Josh Kobza
Chief Executive Officer
Restaurant Brands International (RBI)



Our Brands, Our Reach, Our Responsibility

 **4** brands

 **~30K** restaurants

 **100+** countries

Celebrating Excellence

- Named to 2022 Dow Jones Sustainability North America Index for the first time
- Scored 100% on the Corporate Equality Index 2022 Report three years in a row
- Certified 2023 Great Place to Work in U.S., Canada, Switzerland, Singapore, Mexico, and Brazil
- Recognized as one of Canada's Best Employers for Diversity 2022 by Forbes

2022 SNAPSHOT

Key Moments and Milestones

DRIVING CLIMATE ACTION

RESTAURANT BRANDS INTERNATIONAL



99%

renewable energy procured for corporate-owned operations

BURGER KING



\$10M

offered up over 5 years to support regenerative agriculture in Southern Great Plains

BURGER KING



1/3

38% of U.S. Burger King corporate fleet is electric

GIVING BACK AND BUILDING UP

TIM HORTONS



C\$15M

raised through Smile Cookie™ campaign for 600+ groups across Canada

POPEYES FOUNDATION



4.6M

meals provided to children in need through No Kid Hungry

BURGER KING FOUNDATION



\$4.6M+

awarded in scholarships to nearly 4K students

FIREHOUSE SUBS PUBLIC SAFETY FOUNDATION



\$8.8M+

awarded in grants to U.S. public safety organizations

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Reporting and Stakeholder Engagement

We're dedicated to sharing our progress regularly and transparently. Our Restaurant Brands for Good website is updated at least annually, and we publish progress summaries and reports in reference to leading external frameworks, including GRI and SASB.

Reporting Scope

Unless otherwise specified, information in this report pertains to Restaurant Brands International and its subsidiaries for fiscal year 2022 (January to December). References to "restaurants" or "system-wide restaurants" include franchised restaurants and those owned by us. Unless otherwise expressly stated, Firehouse Subs is not included within the scope of our sustainability reporting at the time of publication, and the commitments outlined in this report are currently applicable to Tim Hortons, Burger King, and Popeyes only. Information in this report also excludes all operations in Russia, where the business is fully franchised and does not receive corporate support from RBI.

Statements in this report are based on information and assumptions available at the time of publication. We have relied on third-party sources, including vendors, for accuracy and completeness. All dollar amounts are in U.S. Dollars, unless otherwise stated.

Reporting Boundaries

Our Franchisees and vendors are independent business owners who maintain our brands' core standards. We collaborate with them to raise awareness of ESG topics and offer tools and opportunities for improvement. Together, we set objectives, monitor progress, and engage in shared innovation.

Stakeholder Engagement

Ongoing stakeholder engagement enables us to identify issues, risks, and opportunities affecting our business and brands. Proactively managing potential impacts with key stakeholders is crucial. We continuously collect stakeholders' views, using them as valuable insights for our decision-making processes. Diverse stakeholders require various engagement methods, which must be representative, inclusive, and respectful. These methods include partnerships, surveys, discussions, and in-person events. The feedback we receive is essential in informing us of our material topics and guiding us to maximize our social impact.

Key Stakeholder Groups

 Guests	 Restaurant Owners
 Vendors	 Corporate Employees
 Local Communities/ Community Organizations	 Government
 Investors	 Industry Associations/ NGOs



ESG Governance

We're committed to the simple principle of doing what's right, and our Restaurant Brands for Good plan is one of the main ways we put this core tenet into practice. This framework guides us in providing our guests with delicious food and beverages they enjoy, while also promoting a sustainable future and making a meaningful difference in the communities we serve.

With approximately 30,000 restaurants across more than 100 countries worldwide, we understand the importance of engaging all key stakeholders in our sustainability efforts. Our governance structure ensures a balance between top-down leadership and bottom-up prioritization and implementation.

Oversight Body	Update Cadence	How They Engage
RBI Board of Directors	Annually	Full Board is informed on progress of ESG topics
	Quarterly	The Audit Committee has direct oversight of environmental and human capital management goals, risks, policies and progress
Global Leadership Team	Quarterly	Regularly engaged and informed on material topics
ESG Steering Committee	Quarterly	Team who guides strategy and is directly accountable for progress, including our Chief Corporate Officer, Chief People and Services Officer, Chief Procurement Officer, Global Head of Sustainability, and Global Head of Supply Chain Sustainability
Brands & Regions	Monthly	Leaders within the business units who are responsible for execution of goals and priorities and meet regularly with RBI Global Sustainability team to ensure progress towards goals and priorities, as well as best practice sharing



Management

To further bolster our governance and risk management practices, management-level responsibility for ESG-related matters is held by our Chief Corporate Officer who has assumed this responsibility since 2021. Our Chief Corporate Officer reports directly to the Chief Executive Officer and leads our ESG Steering Committee, overseeing the development and execution of the sustainability framework and strategy, as well as ensuring ESG oversight through his respective reporting structures.

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

Board of Directors

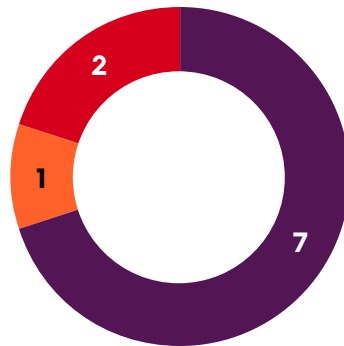
Our Board possesses a broad range of skills, qualifications, and experiences that enable them to provide effective oversight of our business. Our board members bring unique perspectives from various industries, including public, private, and not-for-profit sectors, and are culturally and geographically diverse, living across three continents. In 2021, our Board adopted a target of 30% women directors, which we met upon the election of the director nominees at the 2023 annual general meeting of shareholders.

Our Board has three standing committees – the Audit Committee, the Compensation Committee, the Nominating and Corporate Governance Committee – as well as the Conflicts Committee. Each of our Board’s committees operates under a written charter, which is [available on our website](#), and is comprised solely of independent directors.¹

The Audit Committee oversees ESG topics, including environmental and human capital management/goals, risks, policies and progress, and receiving quarterly updates.

For more details on our Board, please refer to our most [recent proxy statement](#).

Board Tenure



● < 3 years ● 3-6 years ● 6+ years

¹ Under NYSE and TSX listing standards.

Director Matrix²

	Behring	De Limburg Stirum	Doyle	Farpallot	Fribourg	Hedayat	Lemann	Melbourne	Schwartz	Sweeney	Total
Senior Leadership Experience	●	●	●	●	●	●	●	●	●	●	9
Business Development/ M&A Experience	●	●	●	●	●	●	●	●	●	●	8
Financial Experience	●	●	●	●	●	●	●	●	●	●	8
Global Experience	●	●	●	●	●	●	●	●	●	●	7
Human Resource/ Compensation Experience	●	●	●	●	●	●	●	●	●	●	5
Franchise/ Brand Marketing/ Retail Experience	●	●	●	●	●	●	●	●	●	●	7
Restaurant Industry/ Operations Expertise	●	●	●	●	●	●	●	●	●	●	5
Real Estate Experience	●	●	●	●	●	●	●	●	●	●	3
Corporate Social Responsibility/ Governance Experience	●	●	●	●	●	●	●	●	●	●	2
Digital/Technology Experience	●	●	●	●	●	●	●	●	●	●	4
Government/Regulatory Expertise	●	●	●	●	●	●	●	●	●	●	1

Board Diversity

Ethnic Diversity

10 total

Race/Ethnicity (U.S.)

● Black ● Latino/a ● Middle Eastern ● Other



Gender Diversity

10 total

Gender

● Female ● Male



² This matrix reflects information received from each of our directors in their responses to our annual director questionnaire. At least annually, the Nominating and Corporate Governance Committee evaluates and reports to our Board on the skills, qualifications, and demographic backgrounds desirable for our Board to best advance our business strategies and serve the interests of all our stakeholders.



Good Food

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FOOD

FOOD

Serving High-Quality and Great Tasting Food Every Day

At Restaurant Brands International, we're passionate about our food and are committed to serving food that our guests can trust. Foundational to this are our strict food safety standards, and our commitments to serving high-quality ingredients, listening, and responding to customers' evolving preferences, as well as improving nutrition and transparency.

Our key areas of focus in our food pillar are:



Food Safety



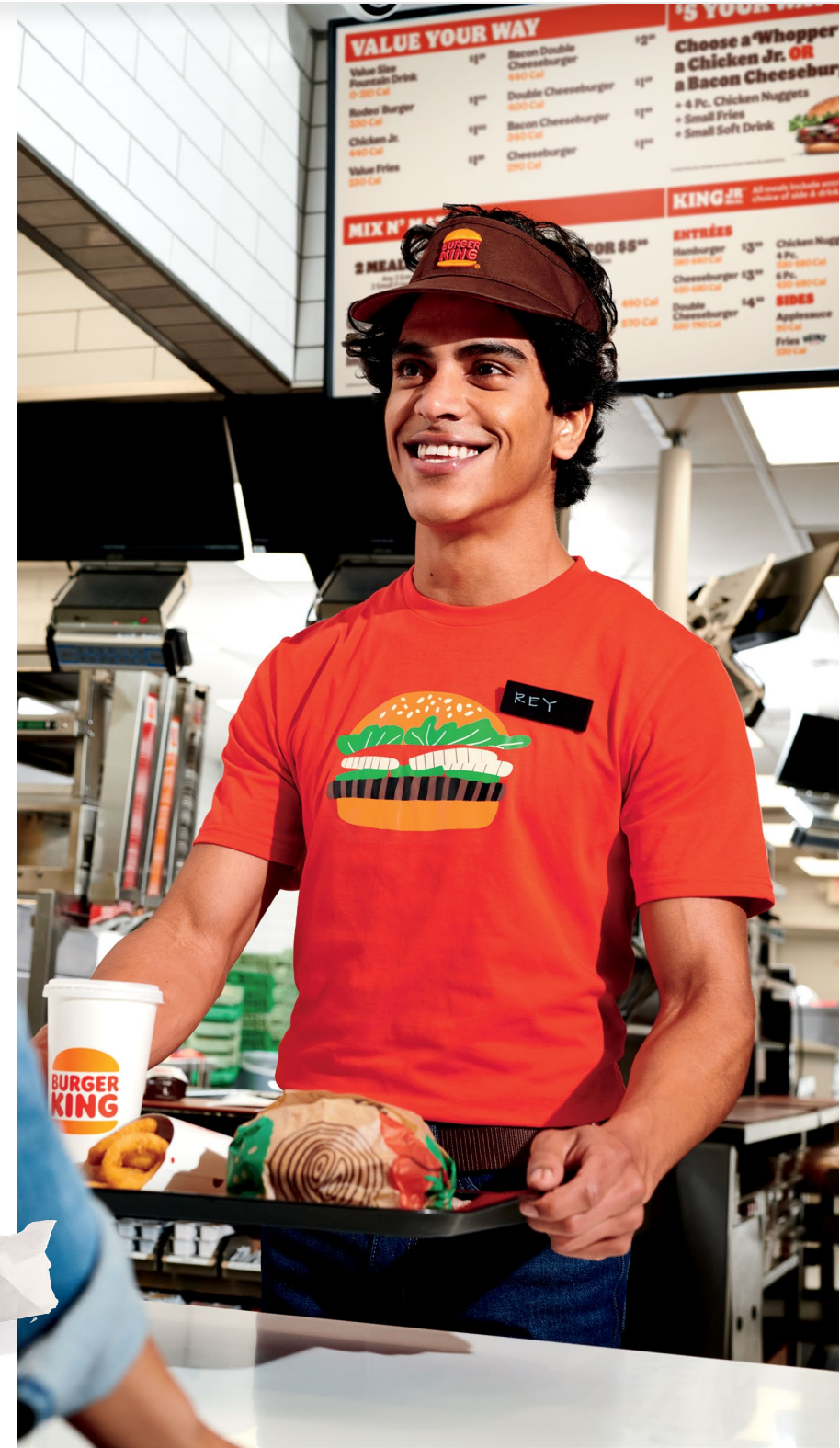
High-Quality Ingredients



Offering Choice



Nutrition and Transparency



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.

To achieve this, we focus on education and training, as well as evaluation and monitoring:

Education and Training



Suppliers



Restaurants



Corporate

Evaluation and Monitoring



Food Evaluation



Supplier Evaluation



Restaurant Evaluation



Food Safety Journey

Food safety is a collaborative effort beginning from where we source materials and right through the product as it is served to our guests. This process begins with robust supplier quality assurance programs that ensure preventative safety controls are in place and extend throughout the preparation and delivery process for serving safe food to our guests.

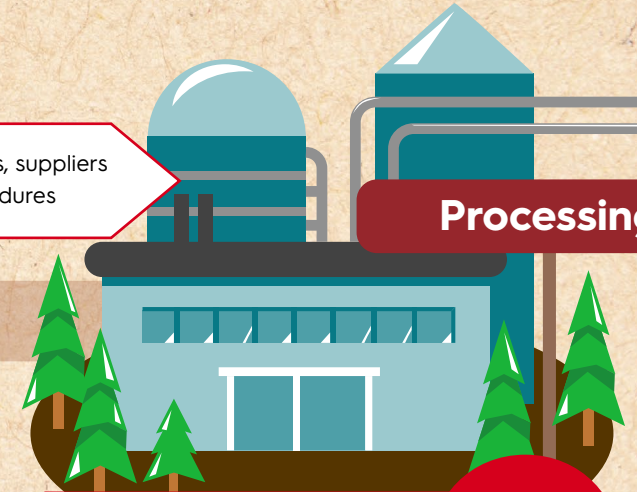
Food Production



Safe Products

Approval of products, suppliers and operation procedures

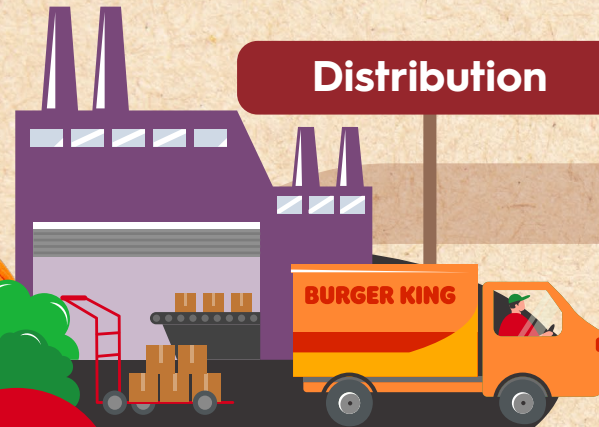
Processing



Enforce food safety standards without exceptions

Centralized Approval

Distribution



Risk-Based Management

Implement mitigation steps based on our risk assessment

Restaurant



HACCP Principles

Food safety system based on proven Hazard Analysis Critical Control Points (HACCP) Principles

In Europe, our vendor, the Vegetarian Butcher, supplies a plant-based beef patty alternative that contributes up to

90% less CO₂ emissions

than our regular beef patties.³



Offering Choice

We're always looking to evolve our menus in ways that matter most to our guests by offering options that meet a wide variety of guest values and lifestyle choices. At Burger King, this means delivering high-quality, plant-based options to our guests around the world.

For Burger King, internationally, we've seen growing guest interest in meat alternatives and as such have been working to grow our plant-based platform through these strategic pillars:



Strengthen Our Core Offering

Ensuring quality plant-based items



Increase Variety

Focusing on offering new ingredients to stimulate trial



Unlock New Opportunities

Identifying new products

Burger King is working to elevate the plant-based experience, and as such have launched temporary plant-based restaurants in six countries across Europe between 2021 and 2022. While these restaurants have since closed, the learnings support Burger King's ongoing efforts to provide guests with innovative and diverse products.

AUSTRIA

- Vienna

NORWAY

- Oslo

ISRAEL

- Tel Aviv

DENMARK

- Copenhagen

SWEDEN

- Stockholm

SWITZERLAND

- Zurich
- Basel
- Geneva



³ Based on The Vegetarian Butcher Streamlined Life Cycle Assessment (LCA) of the Plant-based Whopper (2020).

Good Planet

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Continuously Reducing Our Environmental Footprint

Restaurant Brands International remains committed to building a great business that scales for good. We're focused on protecting our planet, driving innovation, and ensuring a sustainable future for generations to come.

In partnership with our franchisees and suppliers, we're working towards our long-term goal of achieving net-zero emissions by 2050, or sooner, the protection of natural resources, the reduction of waste through increased circularity, and the promotion of strong practices of care for the animals in our supply chain.

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



Climate Action



Packaging and Recycling



Protecting Forests



Animal Health and Welfare



Climate Action

Our Climate Journey

Addressing climate change is one of Restaurant Brands International's top priorities. It's our organization's responsibility to understand our impacts on this issue and to mobilize our entire system to act.



2023

TRACKING OUR PROGRESS

Recalculated our Scopes 1, 2 and 3 GHG emissions footprint, including Firehouse Subs.



2022

BEGINNING THE WORK

Started executing against our abatement strategy, including renewable energy and carbon sequestration.



2021

SETTING TARGETS

Announced long-term ambition to be net-zero GHG emissions by 2050 and interim goals to achieve by 2030.

2020

UNDERSTANDING OUR BASELINE

Calculated our Scopes 1, 2 and 3 greenhouse gas emissions (GHG) footprint for the first time.



Our Targets

We joined the United Nations Race to Zero campaign in 2021, setting our long-term target to achieve net-zero greenhouse gas (GHG) emissions by 2050 at the latest. In the same year, we set targets to reduce absolute Scope 1 and 2 greenhouse gas (GHG) emissions by 50% and reduce Scope 3 emissions intensity by 50% per metric tonne of food and per franchised restaurant, relative to our 2019 base year. These targets were approved by the Science-Based Targets initiative (SBTi).

In early 2023, we expanded the boundaries of our reported emissions to include Firehouse Subs, which we acquired in December 2021. We also improved our calculation approach, shifting from spend-based commodity data to primary commodity volume data instead.

Given the lack of primary data on Firehouse Subs' emissions in 2019, we are unable to retroactively apply our updated calculation approach to our original base year. Therefore, to properly reflect the acquisition of Firehouse Subs and our improved calculation method, we are updating our base year to 2022, from 2024.



50% reduction

of absolute Scope 1 and 2 GHG emissions as compared to a 2019 base year

50% reduction

per metric tonne of food, and per franchised restaurant of Scope 3 GHG emissions intensity

Our Progress

Our goal is to regularly track and report progress against our climate targets, by calculating Scope 1 and 2 GHG emissions annually and Scope 3 GHG emissions at least bi-annually.

In Q1 2023, we recalculated our Scopes 1, 2 and 3 GHG emissions using 2022 data, including GHG emissions from Firehouse Subs for the first time.

The below table compares our 2022 like for like emissions outcomes, which do not include Firehouse Subs, with a 2019 base year. Considering we will shift our base year, 2019 data should not be used to track progress against our targets.

GHG Emissions

Metric Tonnes Carbon Dioxide Equivalent (CO₂e)⁴

Scope	2019 MT CO ₂ e	2022 MT CO ₂ e	% Difference
Scope 1	43,826	40,863	-2%
Scope 2 (Market-Based)	22,563	42	-99%
Scope 3	29,556,967	29,450,583	-0.36%
Total	29,623,356	29,491,488	-0.45%

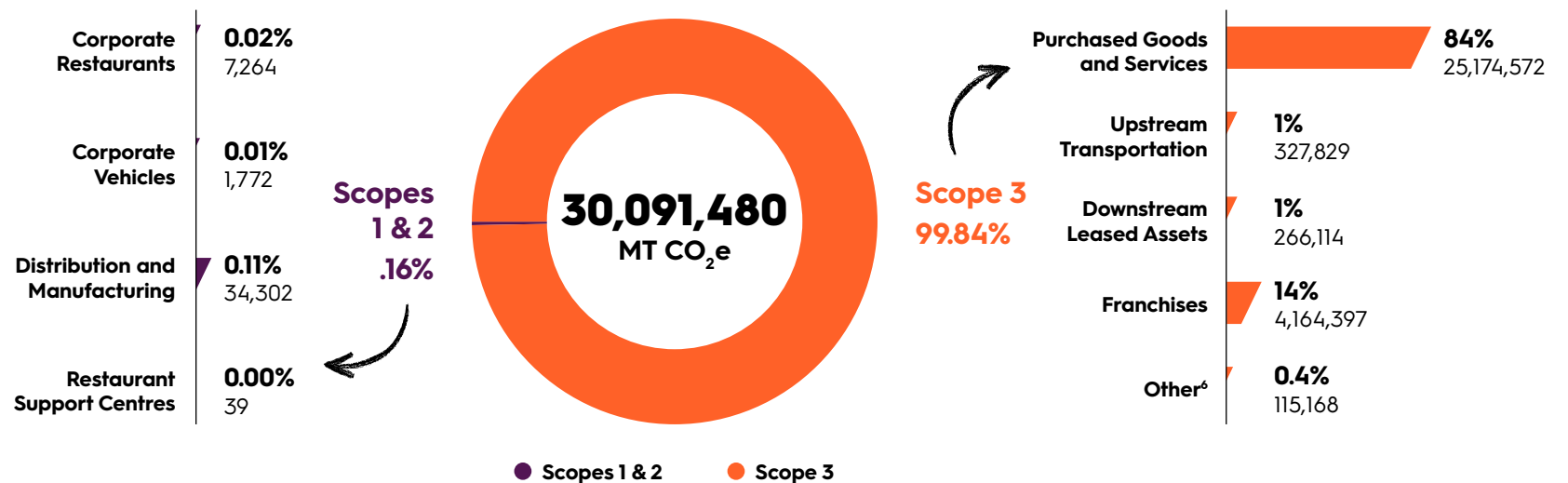
The biggest difference we saw was in Scope 2, where there was a significant decrease in GHG emissions because of renewable energy certificate procurement for owned and directly controlled facilities.



In 2022 our RBI-wide GHG emissions, including emissions from Firehouse Subs, were 30.09M MT CO₂e. Scope 3 GHG emissions still accounted for more than 99% of total emissions. As for our brands, Burger King accounts for 77.7% of emissions, Tim Hortons for 11.6%, Popeyes for 8.7%, Firehouse Subs for 2% and RBI Corporate for .1% of GHG emissions.

The below graphs break down the details of GHG emissions from Scope 1, 2 and 3 categories.

Scope 1, 2 and 3 Emissions for 2022⁵



⁴ Reported emissions does not include Firehouse Subs.

⁵ Reported emissions does include Firehouse Subs.

⁶ Other categories include Capital Goods, Fuel and Energy Activities, Operational Waste, Business Travel, Employee Commuting, Downstream Transportation and Distribution, Use of Sold Products, Product End of Life, Investments.

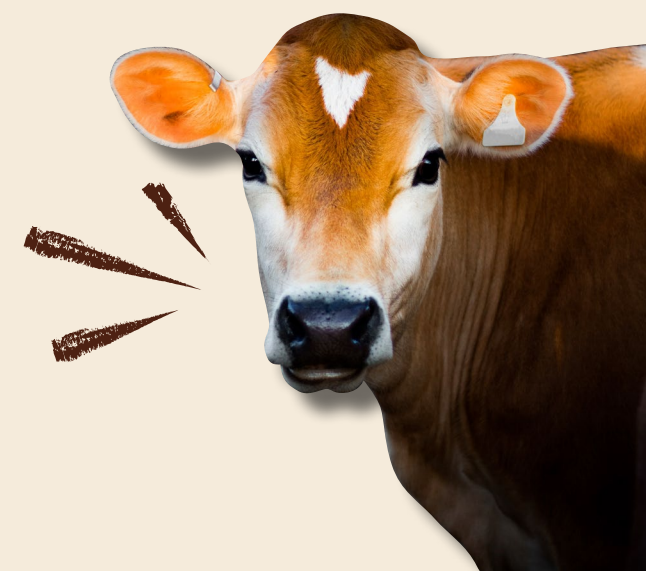
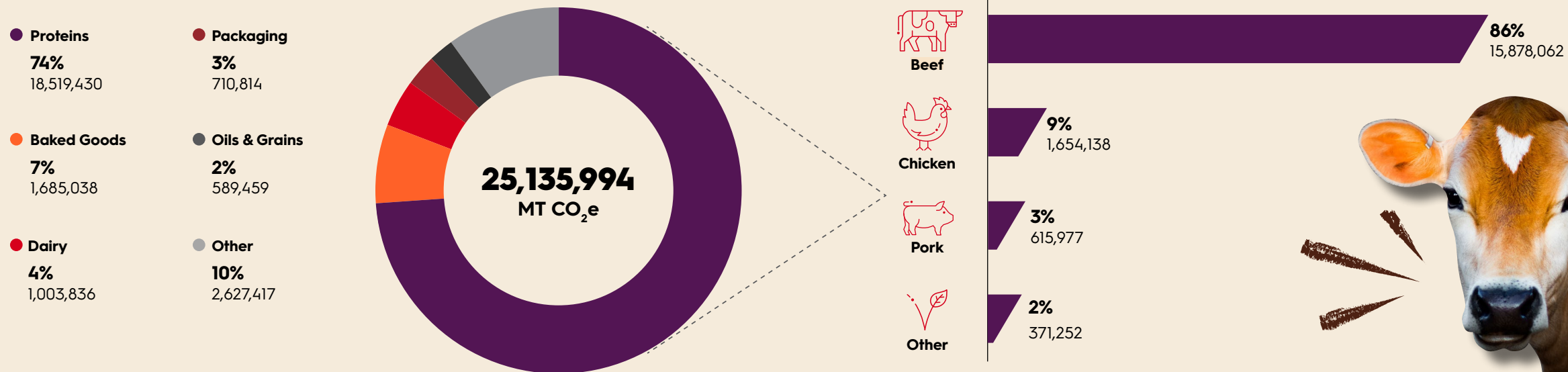


There has been an increase in the ratio for which proteins account for emissions in Purchased Goods and Services, from 58% of the category in 2019 to 74% in 2022. This is due to a combination of factors, including an increase in reported protein volumes globally driven in part by changing from a predominantly spend-based analysis to a volume-based analysis. Additional drivers that impacted reported GHG emissions include an increase in sourced volumes from Brazil and changes to the FAO Gleam-i database, which “is continuously updated with new input data from countries, case studies, and the scientific literature.”

The ratio of emissions related to dairy have decreased from 12% in 2019 to 4% in 2022, driven by a decrease in volumes, as a result of switching from spend-based analysis to a volume-based analysis.

The graph provided below highlights areas of impact within Purchased Goods and Services.

Purchased Goods and Services^{7,8} (Market-Based)



⁷ Other = processed produce, condiments, hot drinks, produce and vegetable, confectionary, other-food, non-food.

⁸ Other = seafood, turkey, eggs, alternative proteins.

Our Strategy

Since creating our initial abatement strategy in 2021, we've made great progress against our goals, focusing on our owned operations, supply chain and franchise restaurants. To account for the inclusion of Firehouse Subs and shifting our base year to 2022, we are currently working to update our overall abatement strategy that will guide our work going forward.

Electrifying our Corporate Car and Truck Fleet	Transitioning to Renewable Energy	Engaging our Supply Chain	Operating Sustainable Restaurants
Scope 1			
	Scope 2		
		Scope 3	

100%
of RBI's corporate car fleet will be electric by 2030.



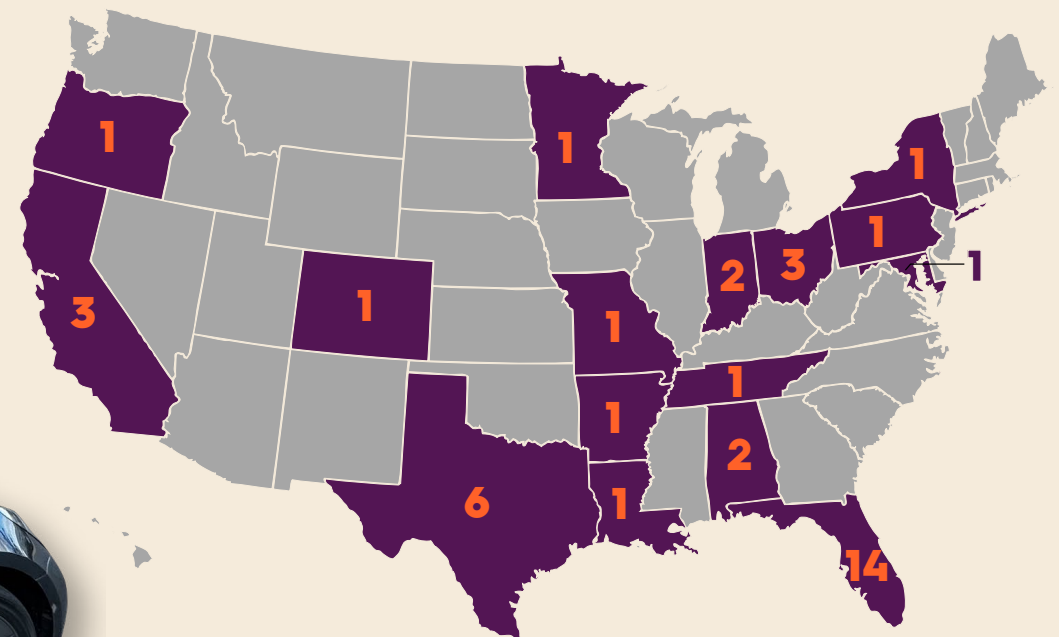
Electrifying our Fleet

A key focus within our directly controlled and corporate owned or leased operations is transitioning our corporate car and truck fleet to electric models by 2030.

In 2022, in the U.S., Burger King transitioned 38% of its corporate fleet to electric vehicles (EVs), initiating a pilot program to assess impacts across 16 states in the U.S. This represents 15% progress toward RBI's goal of transitioning 100% of the corporate car fleet to EVs by 2030.

As for our corporately owned truck fleet that supports our Tim Hortons business in Canada, we purchased two Volvo VNR trucks in Spring 2022 that we anticipate receiving within 2023. These trucks will further our learnings on truck electrification and how to effectively operationalize and scale this action to meet our 2030 goal.

Number of RBI EVs Drivers Per State



Cutting Emissions with Renewable Energy

By 2030, our goal is to procure renewable energy for 100% of electricity use for our directly controlled and corporate owned or leased operations globally. We're 99% of the way to achieving this goal, having purchased renewable energy certificates for most of our North American facilities. Additionally, our Restaurant Support Centre (RSC) in Zug participates in green tariffs with its local electricity provider.

For global franchise restaurants, our goal is to procure renewable energy for 50% of electricity use by 2030. Throughout 2023, we'll be focusing on developing a long-term procurement strategy to deliver on this goal.

In some of our international markets, our master franchisees have begun developing these long-term solutions already.

Reducing Supply Chain Emissions

Given the size and impact of our supply chain emissions, we know that reducing them is critical not only to achieve our climate goals, but to truly use our scale for good. Beef accounts for 63% of our purchased goods and services footprint and 52% of our overall footprint, so we are prioritizing solutions here first.

In 2022, Burger King teamed up with Cargill and the National Fish and Wildlife Foundation (NFWF) on a five-year plan to support regenerative agriculture in six states in the Southern Great Plains, including Colorado, Kansas, Nebraska, New Mexico, Oklahoma, and Texas. We offered up to \$10 million USD in funding and technical resources to provide support for cattle ranchers committed to implementing regenerative agriculture practices that enhance grassland management, reduce greenhouse gas (GHG) emissions by increasing carbon sequestration in the soil, improve soil health and resistance to erosion, and foster biodiversity.

Overall and per NFWF, this project has the potential to sequester up to 360,000 metric tonnes of carbon and impact 1,000,000 acres of land.

To date this project has achieved:

37,178 MTCO₂e sequestered

10% of NFWF project goal

195,000 acres under improved grazing management

19.5% of NFWF project goal



In 2022, ZAMP, the master franchisee in Brazil, purchased renewable energy through power purchase agreements at solar, wind, or hydro farms.



Packaging and Recycling

Teams across RBI work closely with suppliers and restaurant owners to innovate in each area with the goal of continuous improvement. We're proud of the progress made during 2022, with highlights across both reusable and single-use packaging.



Our sustainable packaging strategy has four pillars:



Reduce our use of packaging and enable reusable alternatives



Design for circularity



Explore use of more sustainable materials



Help our guests to recycle and divert waste from landfill

Reusable Packaging

When it comes to reusable packaging, our brands are testing and learning how to execute reusable packaging systems in quick service restaurants. The latest developments on reuse models across our business come in the areas of expanding these types of programs to new brands and regions, as well as enabling new reuse programs for takeout orders. The tests are helping us learn and improve as we work to figure out how we might create commercially viable reuse systems that reduce packaging waste and that our guests will love. It's a tall order, but we're up for the challenge.

In 2021:

Five Tim Hortons restaurants in Canada pilot tested reusable and returnable takeout packaging. Followed by five Burger King restaurants in the U.S. and five in the UK in 2022. Pilot tests were completed in 2022.

In May 2022:

Tim Hortons expanded pilots of returnable takeout packaging to Vancouver in partnership with Return-It, where the program additionally includes collection bins in public spaces and other local restaurants so that guests can return their reusable cup at one of 60+ return points across the city. This pilot test remains ongoing.

Tim Hortons

In Canada, restaurants have already had long-standing reusable cup programs where guests who bring in a reusable cup enjoy a discount on their coffee, while guests who dine in the restaurant can be served their beverage in a porcelain mug.



Burger King

Testing and continued implementation of a variety of reusable packaging models, to keep in line with or ahead of ongoing regulation changes, also took place at select restaurants in Germany, France, Denmark, Spain and Portugal in 2022.



WHAT WE'VE LEARNED:

Q&A on Reusable Packaging Systems with *Tim Hortons*

You've come a long way with reusable packaging in just two years. What has that roadmap looked like?

In our first phase of pilots, we focused on establishing a system that works functionally and meets our high standards for ensuring food safety. That meant developing an ecosystem of new service partners and assets, tech integrations, and operational and quality assurance procedures. In our second phase of testing, we've focused on reducing pain points, making the system as easy as possible for guests to understand and use. We're continuously refining every aspect of the program – from the design of cups, bins and signage, to the return and deposit technology, and so on.



As we look to the future, it's become clear that reuse at scale can only work when it operates in a way that's holistically sustainable for the planet and our business. With current models, efficient functioning hinges on high return rates, which reduce the economic and environmental impact per use by increasing the number of use cycles per reusable cup. Since reuse requires behaviour change, achieving high adoption and return rates requires a frictionless system, the right incentives, and strong awareness. In each area, we still have a lot to learn.

Biggest challenge so far?

Because reuse is not commonplace today, we have to teach guests from the ground up how to engage and why they should participate. Awareness and comfort with reuse continues to pose a real barrier for many guests, particularly for take-out. We found that educating guests about reuse options at the point of sale was effective for increasing adoption rates, but we also know that a restaurant team member's primary job is to execute restaurant operations and provide a great experience, rather than convince guests to change their behaviour. Ideally, awareness means that guests are coming to Tim Hortons' restaurants already knowing that they are going to participate in reuse.

What opportunities are you most excited about?

The first would be to strengthen the supporting infrastructure for reuse systems through collaboration between governments and industry. Our pilot with Return-It, the City of Vancouver, and other brands in the city is an example of a pre-competitive, private-public partnership that helped to bring return points to public spaces across the city and ultimately create a larger network of drop bins, which is great for awareness and convenience. Washing and reverse logistics systems could benefit from cooperation as well. Many restaurants are not necessarily set up for washing capacity in-house considering the space and labour required, and existing offsite facility partners may not be readily available. Increasing affordable, shared, local washing capacity in key hubs through collaborative initiatives could potentially help improve the economics as well as the lifecycle sustainability of reuse programs. We're also looking at new ways of increasing motivation and convenience. Optimizing the tech behind deposits and experimenting with incentive mechanisms are promising pathways for growth. Enabling borrow-a-cup programs in the drive-through requires more testing, but could represent a step-change in the accessibility of reuse in future.



Continuously Improving Our Single-Use Packaging

When it comes to our current portfolio of single-use packaging, our sustainable packaging pillars come to life through several priorities. First, we're finding opportunities to reduce material volume through innovative design and restaurant policies. Next, we seek to make responsible material choices through increasing the use of renewable and recycled materials, and reducing problematic or unnecessary plastics – those which are difficult to recycle or compost due to their format, composition or size. To increase circularity, we're also working to make our guest packaging more recyclable or compostable within the markets in which we operate around the world.

Global Guest Packaging Portfolio by Material⁹



⁹ Based on internal data and inclusive of Tim Hortons, Burger King, and Popeyes approved guest-facing packaging globally, based on 2022 packaging volumes and estimates as of May 2023.

Highlights from 2022



2 In order to comply with the government ban on single use plastics, Burger King UK was ahead of the curve and removed plastic lids from soft drinks in restaurants nationwide as of October 2022 as part of an effort to reduce single-use plastic.

The removal of lids for dine-in customers is estimated to remove 17 million plastic lids from circulation and save over 30,000 kg of plastic each year.

5 In 2022, Tim Hortons changed the colour of their standard hot beverage lids from brown to white across Canada with the aim 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.

1



In Canada, Tim Hortons developed a plastic-free, recyclable fibre lid for hot beverages that was trialed for 12 weeks in Vancouver in 2022.

3



A hot beverage lid made of 25% post-consumer recycled material was trialed in Canada by Tim Hortons.



4

Burger King launched nationally in the U.S. an unbleached napkin made of 100% recycled fibre and tested a strawless lid in New Jersey from January to May 2022.



Protecting Forests

At Restaurant Brands International our goal is to eliminate deforestation in our supply chain by 2030 or sooner. We are focusing our efforts on priority commodities that are sourced in large volumes for our brands, either directly or indirectly, and where we can potentially leverage our scale for greatest impact – beef, palm oil, guest-facing fibre-based packaging, soy in poultry feed, and coffee.

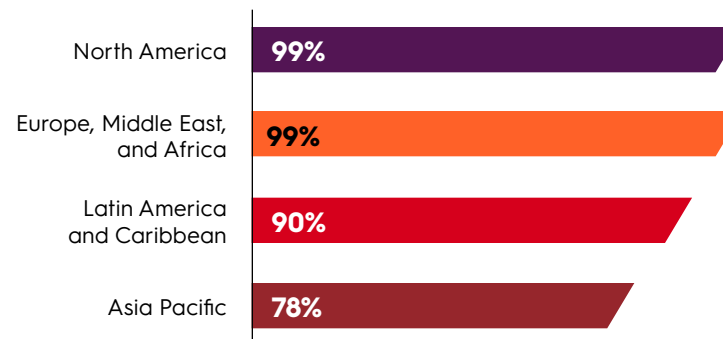
As part of our forest commitment, we are working with our approved suppliers and franchisees towards the following by 2030 or sooner for priority commodities:

- No deforestation of primary forests
- No deforestation of areas of High Conservation Value
- No development of High Carbon Stock forest areas
- No development on peatlands
- The respect of human rights as per our Vendor Code
- The right of all impacted communities to provide or withhold free, prior and informed consent

Palm Oil

We prioritize the responsible sourcing of palm oil due to the inherent deforestation risk associated with its production. In 2022, 91% of palm oil volumes within the scope of our Palm Oil Sourcing Policy¹⁰ was RSPO certified Mass Balance or better, with the remaining volumes covered by Book and Claim credits.

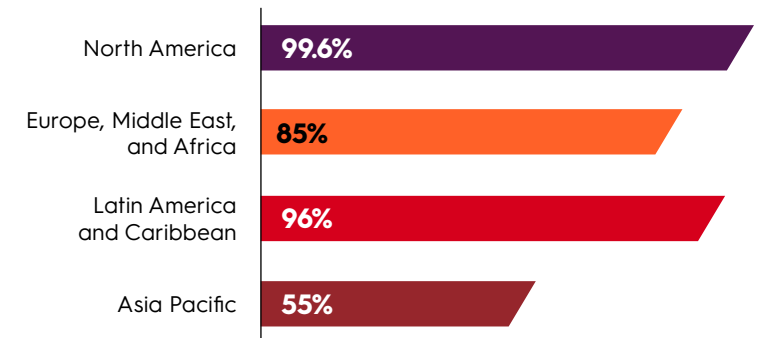
Compliance with RBI Palm Oil Policy



Fibre-Based Packaging

We are working toward purchasing 100% of our guest-facing fibre-based packaging from certified or recycled sources across Burger King, Tim Hortons, and Popeyes. We consider certifications from Sustainable Forestry Initiative, Forest Stewardship Council, or the Programme for the Endorsement of Forest Certification as acceptable certifications to ensure this goal. At the end of 2022, and excluding Turkey, 93% of fibre-based packaging came from recycled or certified sources.¹¹

Compliance with RBI Fibre-Based Packaging Policy



Coffee

Coffee is core to the Tim Hortons brand. While the process from coffee bean to coffee cup can be complex, Tim Hortons is committed to responsibly sourcing its coffee while also supporting the people, places and partners across the coffee supply chain.

Enveritas

We are proud to partner with Enveritas, who verifies 100% of Tim Hortons' coffee purchases each year under a set of Social, Economic and Environmental standards that measure farm-level sustainability.

93%
of fibre-based packaging came from recycled or certified sources at the end of 2022.

¹⁰ 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, and cooking oil used in and food products sold in Turkey.

¹¹ To qualify as compliant, 100% of the materials within the fibre of the approved packaging item must be made from pre- or post-consumer recycled materials and must be third-party verified, unless certified under a Chain of Custody forest management standard, such as the FSC.

Animal Health and Welfare

We know that our ability to serve safe, quality food depends on a foundation of responsible care for the health and welfare of the animals in our supply chain, and that's why we're engaging suppliers and producers to drive continuous improvement in welfare outcomes throughout the animals' lives.

In 2022 and through the first half of 2023, we completed extensive internal and external stakeholder engagement to drive alignment and progress on our sourcing goals pertaining to animal welfare, including with cross-functional RBI teams and business unit leaders, our suppliers, their producers and industry associations, academics and subject matter experts, and NGOs. As a result, we updated the expected achievement timelines for our cage-free egg and sow housing commitments and are now reporting quantified progress against each commitment for the first time. This work also allowed us to advance our efforts related to broiler chicken welfare with an initial focus in North America, and to make strides towards strengthening antibiotic stewardship within our supply chain.



On track to use

100%

of cage-free eggs in Western Europe, Latin America, Australia, New Zealand, as well as Popeyes and Tim Hortons in the U.S. and Popeyes Canada by the end of 2025.

Cage-Free Eggs

COMMITTED TO

Transition to cage-free eggs globally. This includes 100% of whole eggs, liquid eggs, egg products and egg ingredients where egg makes up greater than 1% of an approved product's formulation.

PROGRESS

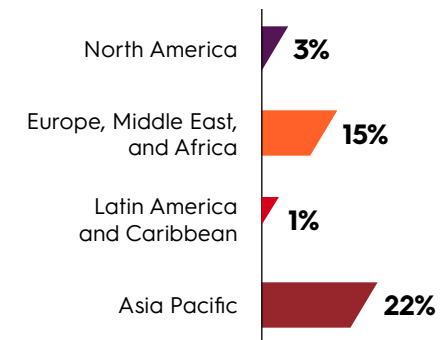
Today in Australia, New Zealand, and the UK, whole eggs used at Burger King are already produced by laying hens reared in cage-free systems. This translates to an expected compliance achievement of about 6% of our global egg requirements as of 2022.

GLIDEPATH

We plan to use 100% cage-free eggs in Western Europe, Latin America, Australia, New Zealand, as well as Popeyes and Tim Hortons in the United States and Popeyes Canada by the end of 2025. This translates to an expected achievement of about 11%* of our global egg requirements. We also plan to use 100% cage-free eggs for Burger King in the United States and Canada by the end of 2026, translating to an expected achievement of about 40%* of our global egg requirements being compliant by this time. Elsewhere around the world, we are committed to use 100% cage-free eggs by 2030 or earlier.

* Based on 2021 volumes and estimates as of November 2022.

Compliance with RBI Cage-Free Eggs Commitment¹²



¹² As of end of December 2022.



Sow Housing

COMMITTED TO

Eliminate the use of gestation crates for housing pregnant sows in our supply chain globally.

PROGRESS

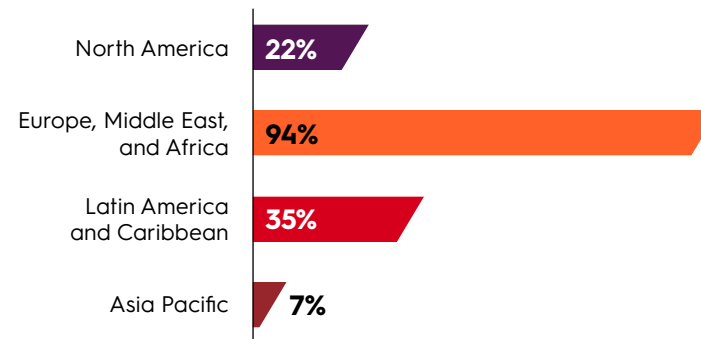
We have achieved compliance for 33%* of global pork supply by the end of 2022, which includes maintaining full compliance in our European** and African markets, reaching full compliance for Burger King New Zealand, Popeyes in the United States and Canada, and achieving partial compliance for Burger King in the United States.

GLIDEPATH

For Burger King and Tim Hortons in the United States and Canada, as well as Burger King in Australia, we are now on track to achieve full compliance by the end of 2024. This would contribute to RBI achieving compliance for an estimated 94%* of global pork requirements by the end of 2024. In remaining markets representing about 6%* of our global pork requirements, we will be compliant in Latin America by 2025, in CIS by 2030 and in Asia Pacific by 2035 or sooner.

In the long term, we hope to eliminate the use of gestation crates for non-pregnant sows in our supply chain, starting with our goal to achieve this in our European** markets by 2030 or sooner.

Compliance with RBI Sow Housing Commitment¹³



* Based on 2021 volumes and estimates as of November 2022.

** Europe defined as excluding Russia and CIS.

¹³ As of end of December 2022.

Chicken Welfare

- In 2022 we became members of the International Poultry Welfare Alliance (IPWA) and the U.S. Roundtable for Sustainable Poultry and Eggs (US-RSPE).
- Beginning in 2022 and officially kicked off in early 2023, we established a supplier advisory council focused specifically on broiler welfare, to leverage their practical expertise in determining and implementing best practices for our supply chain.
- Building on initial tests conducted in 2021, in 2022, we planned 3 additional pilot tests which launched in 2023 related to on-farm enrichments and lighting in partnership with our supplier advisory councils and leading academic advisors and universities. By executing these additional pilots, our goal is to better understand impacts specific to our supply chain in terms of welfare outcomes as measured through our key welfare indicators (KWIs), as well as the commercial feasibility of implementation.
- In 2022, we initiated work to enable RBI brands to collect key welfare indicator data from our largest suppliers of poultry to our North American business and aim to begin collection in 2023. We intend to further expand this effort to suppliers globally, with the objective of driving improvements over time through data-based decision making.

Limiting Antibiotic Use

- The chicken supply for Burger King in the U.S. is raised without the use of antibiotics important to human medicine as defined by the World Health Organization and as of 2022, Popeyes has also transitioned its U.S. chicken supply to be raised without the use of antibiotics important to human medicine.



Good People and Communities

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Supporting People and Enhancing Livelihoods

We believe that our success is closely connected with the well-being of the communities we serve and the people who bring our iconic brands to life. With approximately 30,000 restaurants worldwide, we aim to be good neighbours and make a meaningful difference in the lives of those around us.

We recognize that our commitment to communities is strengthened by embracing inclusion and diversity, both within our company and in the areas we serve. That's why diversity is one of our core values at RBI, and why we're committed to creating a culture that celebrates unique perspectives, talents, and strengths. Through our brand foundations, we support local programs and initiatives that positively impact the communities around us. Even when times get tough, we remain committed to being a critical resource for our communities.

As we embrace our diversity and uplift our communities, we weave a brighter future for all who connect with our brands.



Our key areas of focus in our people and communities pillar are:



Diversity and Inclusion



Talent Development



Supporting Our Communities



Ethics and Human Rights



Improving Supplier Livelihoods



64%

of 2022 corporate hires through our new process have added to the diversity of our company.



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. In 2022, senior RBI leaders shared a mandate to ensure at least 50% of final round interview candidates for any corporate role within RBI were demonstrably diverse.

Since we established this performance objective in mid-2020, we have interviewed more than 2,003 candidates for final round interviews globally and have surpassed our target each quarter. The outcome is that globally, 64% of 2022 corporate hires through our new process have added to the diversity of our company.

Hiring and Representation in 2022

Percentage of Corporate Employees¹⁴

Gender Diverse (Global)

New Hires

42% women

Employee Base

41% women

Senior Leaders

31% women

Race/Ethnicity (U.S.)

● White ● Hispanic or Latinx ● Asian ● Black ● Other ● Unknown



¹⁴ All data reported as of December 31, 2022 and excludes Firehouse Subs employees. 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

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.

RBI is proud to be Certified™ by Great Place to Work U.S.* across the U.S., Canada, Switzerland and Singapore for the third year in a row and for the first time in Mexico and Brazil. The prestigious award is based entirely on what current corporate employees say about their experience working at RBI or one of its brands.



Canada's Best Employers for Diversity List 2022

RBI has been named one of Canada's Best Employers for Diversity 2022 by Forbes. This is the first year this ranking has been published.



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.

Great Place to Work Certified



2023 Great Place to Work Canada



2023 Great Place to Work U.S.



2023 Great Place to Work Switzerland



2023 Great Place to Work Singapore



2023 Great Place to Work Brazil



2023 Great Place to Work Mexico

Supporting the Communities We Serve

We're proud of the positive impact that our brands have on local economies and the livelihoods of our restaurant owners, our suppliers, our employees, and the many team members employed by our restaurant owners around the world. Through local initiatives, emergency aid, and support for underserved communities, we're dedicated to uplifting those in need and fostering an environment of growth and opportunity.



Tim Hortons. **Baking a Difference**

At Tim Hortons, sometimes baked goods can be more than simply tasty treats – they can also play a role in creating positive change. From cookies to donuts, our items can often exemplify how seemingly small actions can have a large impact on the lives of many.



The Smile Cookie program started in 1996 to help raise funds for the Hamilton Children's Hospital in Ontario. Since then, the annual charitable campaign has raised over C\$92 million, with 100% of all proceeds from Smile Cookie sales donated to local charities and community groups. Thanks to our guests, the Tim Hortons 2022 Smile Cookie campaign raised a record-breaking C\$15 million in one week for over 600 charities, hospitals, food banks, schools, and community care groups across Canada and the U.S.



In 2022, Tim Hortons Smile
Cookie campaign raised

C\$15M

for over 600 community
care groups in one week.





Together with its 1,500 restaurant owners across Canada, Tim Hortons launched their second-annual Orange Sprinkle Donut fundraising campaign in support of Indigenous charities, including the New Pathways Foundation, the Orange Shirt Society, the Indian Residential School Survivors Society, and the James Smith Cree Nation Community Fund. Last year, sales from Orange Sprinkle Donuts raised approximately C\$1 million for residential school survivors. The idea for the campaign originated in 2021 following the discovery of unmarked graves found at a former residential school in Kamloops, British Columbia. A nearby Tim Hortons restaurant became an impromptu gathering place for people who visited the site to pay their respects.

Special Olympics Donut

Continuing its partnership with Special Olympics Canada, Tim Hortons introduced the #ChooseToInclude donut, which was available for a limited time in January 2022. The fundraiser generated approximately C\$600K. All proceeds from the donut sales directly supported local Special Olympics community programs, benefiting over 41,000 athletes with intellectual disabilities across Canada and helping them access more opportunities to reach their full potential in sport and in life.

Approximately

C\$600K

raised for local Special Olympics community programs.



Tim Hortons Foundation Camps

Tim Hortons Foundation Camps is committed to helping youth from underserved communities achieve their full potential. Tims Camps equip young people from low-income families with the skills they need to design their future. Thanks to its vast network of supporters including corporate sponsors, community partners, donors, Tim Hortons restaurant owners, managers, team members and guests, Tims Camps help youth gain the skills they need to pursue their education, contribute to their communities, find meaningful jobs and lead fulfilling lives. Since its inception in 1974, the Tims Camps' annual Camp Day has raised over C\$237 million and has sent more than 315,000 youth to a multi-year camp-based program at one of seven camps in Canada and the United States. In 2022, the 31st annual Camp Day raised over C\$12 million, with nearly 6,700 youth served through Tims Camps.

Whether at camp and during their time at home between visits, Tims Camps' young participants learn important life skills that help them succeed in school, contribute to their communities, and confidently transition into adulthood.

Supporting Indigenous Communities

Tim Hortons Foundation Camps is committed to collaborating with mission-aligned organizations to provide life-changing opportunities to youth who need it most. Through partnerships with Indigenous youth-serving organizations, the Foundation is establishing a local-to-camp strategy to serve First Nation, Inuit, and Métis youth across Canadian camp locations.

Supporting Underserved Youth

In September 2022, Tims Camps announced a 5-year, \$5 million partnership with Justice Fund, focused on supporting underserved youth. The partnership enables the two not-for-profit organizations to combine their resources to provide programming opportunities for Black, Indigenous, and youth of colour from under-resourced communities in Toronto.



\$4.6M

awarded in scholarships to nearly 4,000 students through the Burger King Scholars Program in 2022.



BURGER KING Foundation

Since its inception in 2005, the Burger King Foundation has been committed to empowering individuals and feeding their potential through education and emergency relief. As a leading non-profit in education, the Foundation proudly supports programs that span across 42 countries worldwide, positively impacting over 250,000 children and families.



The Burger King Scholars Program has awarded over \$55 million in scholarships to more than 45,000 students, with over \$4.6 million distributed to nearly 4,000 students in 2022 alone. Through its Literacy Program, the Foundation also partners with global non-profits to promote education and youth development, supporting over 180,000 children through 200 worldwide projects, including school and library construction and rural education accessibility.

Furthermore, the Burger King Family Fund offers emergency grants up to \$4,500 for employees in need, having distributed \$2.7 million to more than 1,900 team members since its inception, including over \$225,000 in 2022.



The Popeyes Foundation actively strengthens communities by providing food and support during times of need.

The Foundation's Family Fund assists restaurant team members and their families facing unexpected hardships, such as natural disasters. Since its establishment in 2017, the Family Fund has provided assistance to 530 team members, distributing nearly \$500,000 in grants.

Additionally, Popeyes collaborates with No Kid Hungry, a campaign dedicated to ending childhood hunger and poverty in the United States. In 2022, the Popeyes Foundation's donation contributed to providing up to 4.6 million meals for children in need, and it has donated over \$1.7 million to No Kid Hungry since 2018.

4.6M meals

provided to children in need through the Popeyes' Foundation's contribution to No Kid Hungry.

Firehouse Subs



Hurricane Katrina's wrath inspired Firehouse Subs founders, Chris Sorensen and Robin Sorensen, to establish the Firehouse Subs Public Safety Foundation in the U.S., in 2005. Ten years later, with the opening of the first Canadian restaurant in 2015, the Firehouse Subs Public Safety Foundation of Canada was born.

The Foundations are committed to supporting public safety in our communities through funding in four distinct areas: providing lifesaving equipment to first responders, delivering prevention education to promote safety, offering scholarships for public safety careers, and providing disaster relief assistance. We strive to make a tangible impact in the communities we serve by supporting and empowering the heroes who work so tirelessly to keep us safe.



Grant Awards

In 2022, the Foundations distributed a total of \$8.8 million across 371 grants in the U.S. and nearly C\$800K across 33 grants in Canada. Some of this funding was used to provide equipment grants, ensuring that first responders have the resources they need to do their jobs safely and effectively. In the U.S., our work was made possible in part by the Portion of Every Purchase (POEP) campaign, which contributed 0.09% of every Firehouse Subs restaurant purchase toward a donation to the U.S. Foundation.

\$8.8M

distributed across 371 grants in the U.S.



Nearly

C\$800K

distributed across 33 grants in Canada.

First Responder equipment donations by the numbers:

7
rescue boats



89
extrication tools



108
thermal imaging cameras



411
AEDs
(Automated External Defibrillators)



456
bunker gear sets



Disaster Relief and Recovery

The Firehouse Subs Public Safety Foundation is committed to supporting disaster relief and recovery efforts in our communities. Last year, the Foundation donated \$476,613 to support communities in the aftermath of natural disasters, including the California wildfires, Hurricane Fiona, Hurricane Ian, and Tropical Storm Nicole.

When it comes to disaster relief, every little bit counts. That's why we found another unique way to make a difference – one pickle bucket at a time. Last year, over 267,000 Firehouse Subs pickle buckets were distributed to guests for a \$3 donation. The buckets were repurposed for a wide range of uses, including serving as sanitation kits to assist with disaster recovery and supporting clean-up efforts throughout the St. Johns River watershed in Florida.

\$476,613

donated in 2022 to support communities in the aftermath of natural disasters.





Supporting Suppliers' Livelihoods

We support the success of our suppliers, including empowering the farmers who raise, grow, and produce our high-quality ingredients.



Tim's Coffee for Communities Program

At Tim Hortons, we recognize the immense value of coffee farmers and their role in the future of coffee production. Our Tim's Coffee for Communities program is dedicated to supporting and empowering these farming communities, ensuring they have the skills and resources necessary to thrive. Through our partners – local coffee exporters, not-for-profit and producer organizations – we aim to improve the livelihoods of coffee farmers and contribute to the long-term sustainability of the coffee industry.

Empowering the Next Generation of Coffee Farmers

We understand the importance of nurturing the next generation of coffee farmers, and our program prioritizes the training of young farmers aged 18-30. By equipping these young individuals with the necessary skills and knowledge, we are cultivating an empowered and sustainable future for the coffee farming industry.



Improving Coffee Farming Practices

A key aspect of Tim's Coffee for Communities is our commitment to agricultural training for coffee farmers. By improving coffee farming practices, including promoting climate-smart approaches and encouraging early adoption of new technologies, we enhance farmers' livelihoods while also contributing to the overall sustainability and quality of coffee production.

Empowering Women in Coffee Farming Communities

Recognizing the potential of women as coffee farmers and leaders, the program is dedicated to providing targeted training and support for women in these communities. By empowering women and equipping them with the skills and resources necessary to succeed in the coffee industry, we contribute to the creation of more diverse, inclusive, and thriving farming communities.

2022

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Our Objectives and Progress

Food

Serving high-quality and great tasting food every day



	Summary	Ongoing Goals	Milestones
<p>Food Safety</p> 	<p>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.</p>	<ul style="list-style-type: none"> • Our Tim Hortons, Burger King, Popeyes, and Firehouse Subs 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). 	
<p>High-Quality Ingredients</p> 	<p>Our brands continue to make substantial changes to their menus to embrace and promote high-quality, freshly prepared, and locally sourced food.</p>	<ul style="list-style-type: none"> • In 2020, Tim Hortons removed artificial colours, flavours and preservatives from the English Muffin and Biscuit in Canada and is working toward having a menu that will also be free of artificial colours, flavours and preservatives. • By 2025, at Popeyes U.S. we're working towards offering a menu that is free from colours and flavours from artificial sources wherever possible. 	
<p>Improving Choice, Nutrition, and Transparency</p> 	<p>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.</p>	<ul style="list-style-type: none"> • Around the world, our brands have continued to expand options for guests looking for plant-based menu items. • As a member of the U.S. Children's Food and 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. • We strive to make detailed nutrition, ingredients and allergen information increasingly accessible within restaurants, as well as our mobile and online platforms. • Working towards setting forward-looking targets across existing menu items at Burger King restaurants globally focusing on nutrients of concern, including sodium, fat and sugar. • Tim Hortons will focus on setting forward looking targets to reduce sugar in their beverages. • Popeyes will set forward-looking targets to reduce sodium across existing entrees, meal combinations and side dishes. 	

Planet

Continuously reducing our environmental footprint



Summary

Ongoing Goals

Milestones

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 at least 72% of our corporate Tim Hortons truck fleet to electric models.
- Transition 100% of our Burger King corporate car fleet to electric models.
- Procure 100% of our electricity from renewable sources for our corporate-owned and directly-controlled facilities globally.
- Procure 50% of electricity globally by franchise restaurants from renewable energy sources.
- Develop and implement Green Building Standards for new builds and remodels at corporate and franchise restaurants globally.

By 2050:

- Achieve net-zero emissions.

- ★ **In Progress:** We've procured renewable energy for 99% of our corporate-owned facilities globally.
- ★ **In Progress:** In 2022, we purchased two Volvo VNR trucks that we expect to receive in spring 2023, to test operational effectiveness of an electric fleet.
- ★ **In Progress:** In 2022, we transitioned 15% of our RBI corporate car fleet to electric models.
- ★ **In Progress:** In 2022, Burger King teamed up with Cargill and the National Fish and Wildlife Foundation (NFWF) on a five-year plan to support regenerative agriculture in the Southern Great Plains.
- ★ **In Progress:** Continuing our work to develop Green Building Standards and pilot them across our brands and regions.

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.

- Increase the use of reusable packaging alternatives.
- Identify opportunities to reduce material volume through innovative design and restaurant policies.
- Increase the use of renewable and recycled materials.
- Increase the use of fibre from recycled or certified sources within fibre-based guest packaging.¹⁵
- 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 2025:

- Phase out intentionally added PFAS from guest packaging.
- Recycle guest packaging in restaurants globally, where commercially viable and where infrastructure is available.

- ★ **In Progress:** By the end of 2022, pilot testing of reusable and returnable takeaway packaging has taken place at select Tim Hortons and Burger King restaurants in Toronto, Vancouver, New Jersey, and in the UK. Testing and continued implementation of a variety of reusable packaging models also took place at select Burger King restaurants in Germany, France, Denmark, Spain and Portugal in 2022.
- ★ **In Progress:** Excluding Turkey, 93% of the fibre-based guest packaging across RBI comes from recycled or certified¹⁶ sources as of December 2022.
- ★ **Achieved:** Joining Burger King, Popeyes has phased out EPS foam from centrally-managed approved guest packaging globally as of Q2 2022.
- ★ **In Progress:** As of November 2022, we estimate that less than 8% of guest packaging items globally still contained added PFAS. For these items, we continue our work to transition to alternative materials that offer the right grease-resistant barriers.
- ★ **Achieved:** Tim Hortons changed the colour of their standard hot beverage lids from brown to white across Canada, with the aim 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.
- ★ **Achieved:** Burger King UK removed plastic lids from soft drinks in restaurants nationwide as of October 2022 as part of an effort to reduce single-use plastic. The removal of lids for dine-in customers is estimated to remove 17 million plastic lids from circulation and save over 30,000 kg of plastic each year.
- ★ **Achieved:** Burger King launched nationally in the U.S. an unbleached napkin made of 100% recycled fibre.

¹⁵ 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).

¹⁶ To qualify as compliant, 100% of the materials within the fibre of the approved packaging item must be made from pre- or post-consumer recycled materials and must be third-party verified, unless certified under a Chain of Custody forest management standard, such as the FSC.

Responsible Sourcing



We're working to responsibly source the food we serve, which extends to our supply chain and the people, land and animals that may be impacted by our business.

- We remain committed to good antibiotic stewardship and reducing antibiotics important to human medicine (as defined by the World Health Organization¹⁷) in our chicken and beef supply chains.
- Tim Hortons is committed to ethically sourcing coffee by partnering with Enveritas.
- Palm oil that is 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 or be covered by RSPO credits to an equivalent volume.¹⁸

By 2024:

- In the U.S. and Canada, we are working toward increasing broiler chicken welfare outcomes in line with the five freedoms and five domains of animal welfare.
- We aim to source pork raised without the use of gestation crates for pregnant sows for regions representing about 94%¹⁹ of our global pork by the end of 2024, and in remaining markets by 2035 or sooner.

By 2026:

- We are on track to use cage-free eggs in North America, Western Europe, Latin America, Australia and New Zealand representing about 40% of our global egg requirements²⁰, and in remaining markets by 2030.

By 2030:

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

★ **Achieved:** The chicken used in approved products for both Burger King and Popeyes U.S. is now raised without the use of antibiotics important to human medicine as defined by the World Health Organization.

★ **Achieved:** 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 Progress:** In 2022, 91% of the palm oil within the scope of our Palm Oil Sourcing Policy was RSPO-certified Mass Balance, with the remaining volumes covered by RSPO credits.

✦ **In Progress:** We have achieved compliance for 33% of global pork supply, which includes maintaining full compliance in our European²¹ and African markets, reaching full compliance for Burger King New Zealand, Popeyes in the United States and Canada, and achieving partial compliance for Burger King in the United States.

✦ **In Progress:** Today, in Australia, New Zealand, and the UK, whole eggs used at Burger King are produced by laying hens reared in cage-free systems. This translates to an expected compliance achievement of about 6% of our global egg requirements.

✦ **In Progress:** Building on initial tests conducted in 2021, in 2022 we planned 3 additional pilot tests which launched in 2023 related to on-farm enrichments and lighting in partnership with our supplier advisory council and leading academic advisors and universities.

¹⁷ As defined by the World Health Organization in Critically Important Antimicrobials for Human Medicine 6th Revision 2018.

¹⁸ 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 used in and food products sold in Turkey.

¹⁹ Based on 2021 volumes and estimates as of November 2022.

²⁰ Inclusive of achieving 100% cage-free eggs in Western Europe, Latin America, Australia, New Zealand, as well as Popeyes and Tim Hortons in the United States and Popeyes Canada by the end of 2025.

²¹ Europe defined as excluding Russia and CIS.

People and Communities

Supporting people and enhancing livelihoods



Summary

Ongoing Goals

Milestones

Supporting Communities



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

- In September 2022, Tim Hortons announced a 5-year, \$5 million partnership with Justice Fund in support of Black, Indigenous, and youth of colour from under-resourced communities in Toronto.

- ★ **Achieved:** A record-breaking C\$15 million raised in 1 week through the Smile Cookie™ Campaign, supporting charities, hospitals, and community groups.
- ★ **Achieved:** Raised approximately C\$1 million for residential school survivors in Canada through sales of Tim Hortons Orange Sprinkle Donuts.
- ★ **Achieved:** Raised approximately C\$600K in support of local Special Olympics initiatives across Canada through Tim Hortons' #ChooseToInclude donut.
- ★ **Achieved:** Raised over C\$12 million during Tim Hortons' Camp Day to support youth from underserved communities.
- ★ **Achieved:** Awarded over \$4.6 million to nearly 4,000 students through the Burger King Scholars Program.
- ★ **Achieved:** Helped provide up to 4.6 million meals for children in need through the Popeyes Foundation's donation to No Kid Hungry.
- ★ **Achieved:** Distributed a total of \$8.8 million in the U.S. and nearly C\$800,000 in Canada to public safety organizations, including funding purchases of equipment for first responders.
- ★ **Achieved:** Donated over \$476,000 to support communities in the aftermath of natural disasters, including the California wildfires, Hurricane Fiona, Hurricane Ian, and Tropical Storm Nicole.

Diversity and Inclusion



We are committed to making our company more diverse; to creating a culture of inclusiveness and belonging where we demonstrate the importance of diversity; and we do not tolerate harassment, racism or bias.

- We continue to review and update our Commitment to Diversity, which includes 10 actions for becoming more diverse.
- 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.

- ★ **Achieved:** 64% of 2022 corporate hires added to the diversity of our company.
- ★ **Achieved:** 🏆 Recognized as one of Human Rights campaign's Best Places to Work for LGBTQ+ Equality, achieving a 2022 score of 100% in the Corporate Equality Index.
- ★ **Achieved:** 🏆 Named one of Canada's Best Employers for Diversity 2022 by Forbes.

Our Workplace and Culture



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.

- We offer continuous learning opportunities for our people throughout their career journey – through on-the-job training, professional development programs, upskilling, formal education and on-demand resources.
- We create a positive environment where people are competitively rewarded for their contributions, are given opportunities to lead, take risks, create and innovate. As a result, we're an agile company that always values the insights of our employees. We listen to feedback, take action and make adjustments to continuously offer a good experience and help drive the success of our teams.
- Our wellness approach addresses the whole person. Financial, mental, and physical health are important for us to thrive and be at our best. We have various offerings around the world to support our people.

- ★ **Achieved:** Recognized as a Certified™ Great Place to Work U.S.* across the U.S., Canada, Switzerland and Singapore for the third year in a row and for the first time in Mexico and Brazil.
- ★ **Achieved:** Recognized as one of Human Rights campaign's Best Places to Work for LGBTQ+ Equality, achieving a 2022 score of 100% in the Corporate Equality Index.
- ★ **Achieved:** Named one of Canada's Best Employers for Diversity 2022 by Forbes.

GRI and SASB 2022 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, 2022.

The following index includes disclosures made with reference to the GRI Universal Standards, 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. At the time of publication, GRI has not released sector standards applicable to the food and beverage industry.

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 2: General Disclosures 2021

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
The organization and its reporting practices				
2-1	Organizational details	<ul style="list-style-type: none"> Restaurant Brands International Inc. 2022 Form 10-K: Business (pgs. 4 - 11) Toronto, Ontario, Canada 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". 		
2-2	Entities included in the organization's sustainability reporting	<ul style="list-style-type: none"> 2022 Form 10-K: Business (pgs. 4 - 11) Unless otherwise expressly stated, Firehouse Subs is not included within the scope of our sustainability reporting at the time of publication, and the commitments outlined in our sustainability report are currently applicable to Tim Hortons, Burger King, and Popeyes only. Information in our sustainability reporting excludes all operations in Russia. 		
2-3	Reporting period, frequency and contact point	<ul style="list-style-type: none"> Annual Calendar year 2022, unless otherwise noted. sustainability@rbi.com 		

2-4	Restatements of information	RBI does not have any restatements of information for this reporting cycle.		
2-5	External assurance	We are exploring options to obtain external assurance on our GHG emissions.		
Activities and workers				
2-6	Activities, value chain and other business relationships	2022 Form 10-K: Business (pgs. 4 - 11)		
2-7	Employees	2022 Form 10-K: Human Capital (pgs. 9-10)	FB-RN-000.A	Number of (1) company-owned and (2) franchise restaurants
2-8	Workers who are not employees		FB-RN-000.B	Number of employees at (1) company-owned and (2) franchise locations
Governance				
2-9	Governance structure and composition	2023 Proxy Statement: Corporate Governance (pgs. 10 - 19)		
2-10	Nomination and selection of the highest governance body	<ul style="list-style-type: none"> • Corporate Governance Guidelines • 2023 Proxy Statement: Governance Guidelines and Nominating and Corporate Governance Committee (pgs. 10, 17) 		
2-11	Chair of the highest governance body	2023 Proxy Statement: Corporate Governance (pgs. 10 - 19) About Us > Board of Directors Investors > Corporate Governance > Committee Charters		
2-22	Role of the highest governance body in overseeing the management of impacts			
2-13	Delegation of responsibility for managing impacts			
2-14	Role of the highest governance body in sustainability reporting			
2-15	Conflicts of interest	<ul style="list-style-type: none"> • Code of Business Ethics and Conduct • 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 		
2-16	Communication of critical concerns	Corporate Governance Guidelines (p. 9)		

2-17	Collective knowledge of the highest governance body	Corporate Governance Guidelines		
2-18	Evaluation of the performance of the highest governance body	<ul style="list-style-type: none"> • 2023 Proxy Statement: Governance Guidelines and Nominating and Corporate Governance Committee (pgs. 10, 17) 		
2-19	Remuneration policies	2023 Proxy Statement: Compensation Discussion and Analysis (pgs. 32-45) and Advisory Vote on Executive Compensation (pg. 55)		
2-20	Process to determine remuneration			
2-21	Annual total compensation ratio	2023 Proxy Statement: CEO Pay Ratio (pg. 83)		
Strategies, policies, and practices				
2-22	Statement on sustainable development strategy	<ul style="list-style-type: none"> • CEO Letter • Restaurant Brands for Good: ESG Governance, Stakeholder Engagement, Reporting, and Materiality 		
2-23	Policy commitments	<ul style="list-style-type: none"> • Restaurant Brands for Good: Reporting • Supporting Policies and Reports 		
2-24	Embedding policy commitments			
2-25	Processes to remediate negative impacts	<ul style="list-style-type: none"> • Code of Business Ethics and Conduct • 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 		
2-26	Mechanisms for seeking advice and raising concerns			
2-27	Compliance with laws and regulations			
2-28	Membership associations	Restaurant Brands for Good: Memberships And Partnerships		
Stakeholder engagement				
2-29	Approach to stakeholder engagement	<ul style="list-style-type: none"> • Restaurant Brands for Good: Stakeholder Engagement • 2023 Proxy Statement: Shareholder Engagement (pgs. 22-24) 		
2-30	Collective bargaining agreements	2022 Form 10-K: Human Capital (pgs. 9-10)		

GRI 3: Material Topics 2021

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
3-1	Process to determine material topics	Restaurant Brands for Good: ESG Governance, Stakeholder Engagement, Reporting, and Materiality		
3-2	List of material topics			
3-3	Management of material topics			

GRI 200: Economic

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 201: Economic Performance 2016				
Management of the material topic		2022 Form 10-K: Business (pg. 4) and Financial Statements and Supplementary Data (pgs. 52 - 98)		
201-1	Direct economic value generated and distributed (EVG&D)	2022 Form 10-K: Financial Statements and Supplementary Data (pgs. 52 - 98)		
201-2	Financial implications and other risks and opportunities due to climate change			
GRI 205: Anti-Corruption 2016				
Management of the material topic		<ul style="list-style-type: none"> • Restaurant Brands for Good: Ethics & Human Rights • Code of Business Ethics and Conduct: Inside Information, and Bribes, Kickbacks and Improper Payment (pg. 21) • Code of Business Ethics and Conduct for Vendors: Business Integrity (pg. 4) 		
GRI 206: Anti-Competitive Behaviour 2016				
Management of the material topic		Code of Business Ethics and Conduct: Commercial Transactions (pg. 19)		

GRI 300: Environmental

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 301: Materials 2016				
Management of the material topic		<ul style="list-style-type: none"> • Restaurant Brands for Good: Our Planet • Restaurant Brands for Good: Packaging & Recycling • Restaurant Brands for Good: Responsible Sourcing • Restaurant Brands for Good: Animal Welfare • Restaurant Brands for Good: Forest Commitment • Restaurant Brands for Good: Beef • Restaurant Brands for Good: Coffee 	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
			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
			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 2016				
Management of the material topic		<ul style="list-style-type: none"> • Restaurant Brands for Good: Climate Action • Code of Business Ethics and Conduct for Vendors (pg. 5) • CDP Climate Change, 2022 Questionnaire Responses (section C8) 	FB-RN-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
302-1	Energy consumption within the organization			
302-2	Energy consumption outside of the organization			
302-3	Energy intensity			
GRI 303: Water and Effluents 2018				
Management of the material topic		<ul style="list-style-type: none"> • Restaurant Brands for Good: Responsible Sourcing • Restaurant Brands for Good: Climate Action • Code of Business Ethics and Conduct for Vendors: Sustainability (pg. 5) 	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

GRI 305: Emissions 2016

Management of the material topic			
305-1	Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> • Restaurant Brands for Good: Responsible Sourcing • Restaurant Brands for Good: Climate Action • Code of Business Ethics and Conduct for Vendors: Sustainability (pg. 5) • CDP Climate Change, 2022 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 2016

Management of the material topic			
		<ul style="list-style-type: none"> • Restaurant Brands for Good: Responsible Sourcing • Restaurant Brands for Good: Packaging & Recycling • Code of Business Ethics and Conduct for Vendors: Sustainability (pg. 5) 	FB-RN-150a.1 (1) Total amount of waste, (2) percentage food waste, and (3) percentage diverted

GRI 308: Supplier Environmental Assessment 2016

Management of the material topic			
		<ul style="list-style-type: none"> • Restaurant Brands for Good: Responsible Sourcing • Restaurant Brands for Good: Animal Welfare • Restaurant Brands for Good: Forest Commitment • Restaurant Brands for Good: Coffee • Restaurant Brands for Good: Beef 	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

GRI 400: Social

Disclosure Number	Disclosure Title	Response	SASB Code	SASB Metric
GRI 401: Employment 2016				
Management of the material topic		<ul style="list-style-type: none"> • Restaurant Brands for Good: People & Communities • Restaurant Brands for Good: Talent Development • Code of Business Ethics and Conduct • Code of Business Ethics and Conduct for Vendors • Commitment to Our Team Members • 2022 Form 10-K: Human Capital (pgs. 9-10) 		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees			

GRI 403: Occupational Health and Safety 2018
Management of the material topic

- [Code of Business Ethics and Conduct: A Safe and Secure Environment \(pg. 27\)](#)
- [Commitment to Our Team Members](#)
- [Code of Business Ethics and Conduct for Vendors \(pg. 7\)](#)
- [2022 Form 10-K: Human Capital \(pgs. 9-10\)](#)

GRI 404: Training and Education 2016
Management of the material topic

404-2

Programs for upgrading employee skills and transition assistance programs

- [Restaurant Brands for Good: People & Communities](#)
- [Restaurant Brands for Good: Talent Development](#)
- [Commitment to Our Team Members](#)
- [2022 Form 10-K: Human Capital \(pgs. 9-10\)](#)

GRI 405: Diversity and Equal Opportunity 2016
GRI 406: Non-Discrimination 2016
Management of the material topic

405-1

Diversity of governance bodies and employees

- [Restaurant Brands for Good: People & Communities](#)
- [Restaurant Brands for Good: Diversity & Inclusion](#)
- [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 \(pgs. 6-7\)](#)
- [2022 Form 10-K: Human Capital \(pgs. 9-10\)](#)
- [2023 Proxy Statement: Board Highlights, Governance Guidelines, and Executive Officer Diversity \(pgs. iii, 10, 19\)](#)
- [Restaurant Brands for Good: Diversity & Inclusion](#)

GRI 407: Freedom of Association and Collective Bargaining 2016
GRI 409: Forced or Compulsory Labour 2016
GRI 414: Supplier Social Assessment 2016
Management of the material topic

- [Restaurant Brands for Good: Ethics & Human Rights](#)
- [Code of Business Ethics and Conduct: Human Rights \(pg. 11\)](#)
- [Code of Business Ethics and Conduct for Vendors](#)
- [Commitment to Our Team Members](#)
- [Code of Business Ethics and Conduct for Vendors: Working Conditions \(pgs. 6-7\)](#)
- [Restaurant Brands for Good: Responsible Sourcing](#)

FB-RN-430a.3

Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare

GRI 413: Local Communities 2016
Management of the material topic

413-1

Operations with local community engagement, impact assessments and development programs

- [Restaurant Brands for Good: People & Communities](#)
- [Restaurant Brands for Good: Supporting Communities](#)

GRI 416: Customer Health and Safety 2016
Management of the material topic

- [Restaurant Brands for Good: Food](#)
- [Restaurant Brands for Good: Food Safety](#)
- [Restaurant Brands for Good: Improving Choice, Nutrition & Transparency](#)

FB-RN-250a.1

(1) Percentage of restaurants inspected by a food safety oversight body, (2) percentage receiving critical violations

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 2016
Management of the material topic

- [Restaurant Brands for Good: Improving Choice, Nutrition & Transparency](#)

FB-RN-260a.1

(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options

FB-RN-260a.2

(1) Percentage of children's meal options consistent with national dietary guidelines for children and (2) revenue from these options

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 2016
Management of the material topic

- [Code of Business Ethics and Conduct: Business Record and Proprietary Information \(pg. 15\)](#)
- [Privacy Policy Highlights](#)



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