Restaurant Brands International

# 2016 SUSTAINABILITY REPORT

# Restaurant Brands International

FOOD VALUES

RESPONSIBLE SOURCING

THE ENVIRONMENT

BEST PEOPLE

COMMUNITIES

At Restaurant Brands International (RBI), we believe success and sustainability go together. As one of the world's largest and fastest-growing quick service restaurant companies, we're committed to acting responsibly, and holding ourselves accountable for doing business the right way across each of our brands – *Burger King®, Tim Hortons® and Popeyes®*.

In 2016, we shared our Sustainability Framework that aligned our policies and introduced areas of focus upon which we'll report our sustainability efforts: Food Values, Responsible Sourcing, The Environment, Best People and Communities. This 2016 Sustainability Report is the first chance for us to proudly share our progress to date, and showcase our commitment to transparent and sustainable business practices and reporting.

As with all areas of our business, we are constantly looking for new ways to evolve our sustainability initiatives. As we continue to grow our three brands, we will keep strengthening our efforts and supporting the people, places and communities that touch our business, every day.

On behalf of all of us at RBI, thank you for supporting us as we continue working towards our sustainability goals.

Regards,

**Daniel Schwartz**

CEO, Restaurant Brands International

# About this Report

This 2016 Sustainability Report showcases the actions we've taken over the past year to both progress and strengthen our sustainable practices. Given the complexities of our business, we have defined common terminology used within our industry and RBI to assist readers in better understanding how we're making positive impact.

| | |
|---|---|
| **RBI** | Refers to Restaurant Brands International Inc. and its affiliates and subsidiaries. |
| **We/Our** | Refers to RBI. |
| **Our employees** | Refers to corporate employees of RBI, who support the *Burger King*® and *Tim Hortons*® brands in our restaurant support centres, regional offices, distribution centres, manufacturing facilities, field operations and Company restaurants. |
| **Guests** | Refers to customers who visit *Tim Hortons*® and *Burger King*® Restaurants. |
| **Restaurants** | Unless otherwise specified, includes both Company and franchised *Tim Hortons*® and *Burger King*® Restaurants. |
| **Company Restaurants** | Refers to corporately-owned *Tim Hortons*® and *Burger King*® Restaurants. |
| **Restaurant Owners** | Refers to the franchisees who own and operate *Tim Hortons*® and *Burger King*® Restaurants as independent business owners. |
| **Team Members** | Refers to employees who work in *Tim Hortons*® or *Burger King*® Restaurants. The Team Members who work in franchised Restaurants are the employees of each individual Restaurant Owner and are not included in the definition of "Our employees". |
| **Vendors** | Refers to the vendors, suppliers, subcontractors and other third parties approved to do business with RBI and its brands. |
| **$ or dollars** | Unless otherwise specified, the currency is reported in US Dollars. Amounts reported in Canadian dollars are denoted by C$. |
| ***Burger King*®** | *Burger King*® is a registered trademark in Canada, the U.S.A. and other countries. For a description of the *Burger King*® brand, see the section below entitled "About Restaurant Brands International and Our Brands". |
| ***Tim Hortons*®** | *Tim Hortons*® is a registered trademark in Canada, the U.S.A. and other countries. For a description of the *Tim Hortons*® brand, see the section below entitled "About Restaurant Brands International and Our Brands". |
| ***Popeyes*®** | *Popeyes*® is a registered trademark in Canada, the U.S.A. and other countries. For a description of the *Popeyes*® brand, see the section below entitled "About Restaurant Brands International and Our Brands". |



# Scope

## Reporting Period

The content of this report refers to activities between January 1 and December 31, 2016 unless otherwise specified. All references to current activities reflect the state of operations within the company at the time of publication of this report.

## Global

Except where information and commitments disclosed here are specified by region or country, this Sustainability Report is global in scope reflecting our activities in the 100+ countries in which we operate.

*Please note that the* Popeyes® *brand joined the RBI family of brands in March 2017 and as a result is not currently included in the scope of sustainability strategies, commitments activities and initiatives described in this report, unless otherwise specifically mentioned.*

# Reporting Standards

## Global Reporting Initiative

This report contains Standard Disclosures from the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines, specifically the G4 Guidelines. A list of the Standard Disclosures included in this report and other documents that are publicly available on our main website may be found in the accompanying GRI Index here.

# Report Content

This report contains statements about past operations and future sustainability strategies, commitments, activities and initiatives, all of which are based on information available at the time of publication of this report. This report also contains statements that were developed based on information provided by our Vendors and other third-parties. We rely on these parties for the integrity of data and other information provided. While we intend to provide future updates on progress toward our commitments, RBI assumes no obligation to update the statements or other content included in this report.

Restaurant
Brands
International

## Restaurant Brands International Inc. (RBI)

**We are one of the world's largest quick service restaurant (QSR) companies with more than $27 billion in system sales and over 23,000 restaurants in more than 100 countries and U.S territories. Our three iconic brands *Tim Hortons*®, *Burger King*® and *Popeyes*® have similar franchise business models, while benefitting from our global scale and sharing of best practices. We are focused on growing each brand by driving continued same-store sales growth and expanding its Restaurant footprint, while delivering great guest satisfaction and strong profitability for our Restaurant Owners.**



# About Restaurant Brands International and Our Brands

## Our *Tim Hortons*® Brand

Beginning in Hamilton, Ontario, as a single coffee and donut shop in 1964, *Tim Hortons*® has become one of the largest restaurant chains in North America, and the largest in Canada. *Tim Hortons*® Restaurants now serve 8 out of 10 cups of coffee to Canadians every day, and also offer a growing, and constantly evolving, menu of freshly-baked goods, sandwiches, wraps and more. As the brand brings its iconic coffee across the U.S., Middle East, Asia and Great Britain, it remains focused on quality, value, Guest satisfaction, and keeping community support at its core.

## Our *Burger King*® Brand

Since its founding in Miami in 1954, *Burger King*® has been crowned the second-largest fast food burger chain in the world. Every day, more than 11 million guests, in over 100 countries, visit the home of the famous *Whopper*® sandwich, to enjoy its high-quality, great-tasting and affordable food. With a focus on celebrating the authenticity of the people it serves, the *Burger King*® brand encourages the everyday person to be their own way as they bite into delicious flamed-grilled goodness.

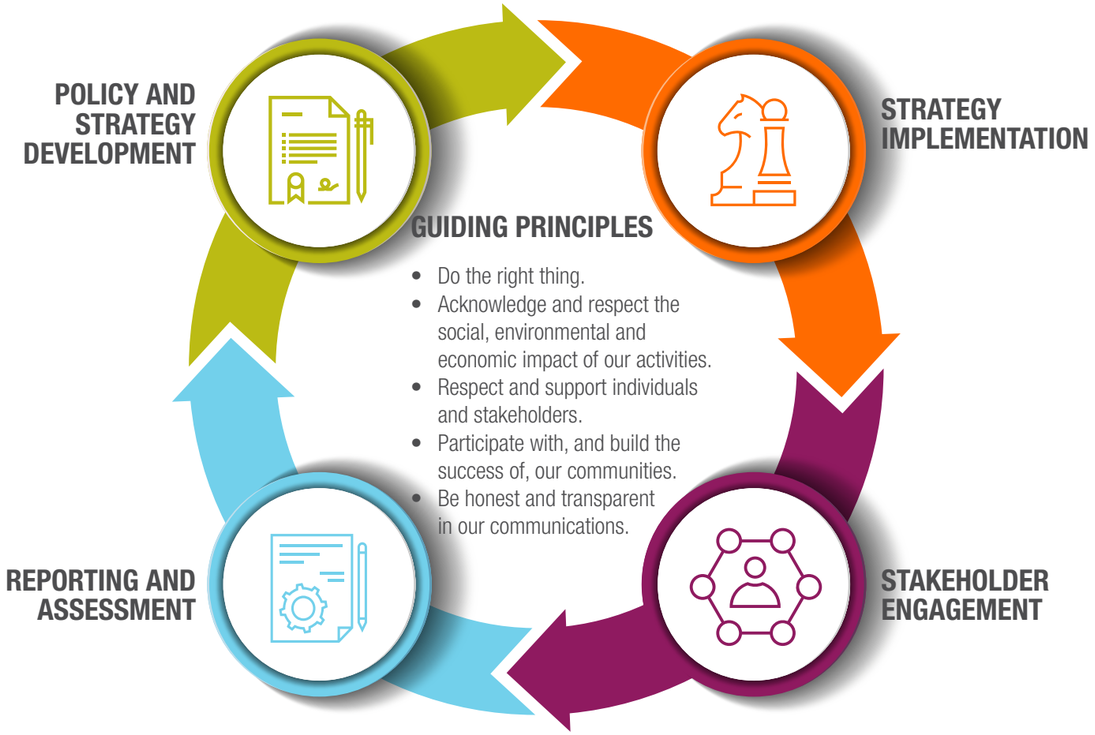
## Our *Popeyes*® Brand

Founded in New Orleans in 1972, *Popeyes*® passion for Louisiana heritage has helped flavour its growth to become one of the world's largest quick service restaurant chicken concepts. With a menu featuring New Orleans-inspired spicy chicken tenders, fried shrimp and more, the *Popeyes*® brand continues to celebrate its history and culinary tradition, across the U.S. and around the world.

# About Sustainability

At RBI, we believe that doing the right thing in our business includes acting responsibly towards the world around us and supporting positive change in our communities.

Our Sustainability Process is a continuous and evolving cycle of setting policies, implementing strategies, engaging with stakeholders, and measuring and reporting outcomes, each step of which is rooted in our Sustainability Guiding Principles.




# Stakeholder Engagement

We believe it is important to engage with stakeholders to identify and understand issues, impacts, risks and opportunities that can affect RBI and our brands. In 2016, we engaged with the following stakeholder groups:

- Governments
- Guests
- Industry Associations
- Investors
- Local Communities/Community Organizations
- Non-Governmental Organizations
- Our Employees
- Restaurant Owners
- Team Members
- Vendors

Approaches and methods of stakeholder engagement vary by group. Engagement with stakeholders such as industry associations, Restaurant Owners, investors and Vendors occurs on a regular basis on a broad array of topics; engagement with non-governmental organizations and governments may take place on an issues basis of more specific interest or related to a particular area of expertise. We have a defined internal process to facilitate stakeholder review and input on sustainability matters, which helps us to identify potential gaps and practice continuous improvement.

The content of this Sustainability Report is the result of collaboration with and input from numerous stakeholders from many of the groups listed above.

# Memberships and Partnerships

During 2016, RBI and/or its brands partnered with or held memberships in the following associations and organizations:

- Canadian Council for Aboriginal Business
- Canadian Franchise Association
- Canadian Roundtable for Sustainable Beef
- Children's Food & Beverage Advertising Initiative
- EU Pledge
- Global Roundtable for Sustainable Beef
- International Franchise Association
- Kids LiveWell
- National Farm Animal Care Council
- National Restaurant Association (US)
- Restaurants Canada
- Roundtable on Sustainable Palm Oil
- Serving Europe
- The University of Guelph

In 2017, to build upon our sustainability commitments we are also working with CDP Supply Chain as a Supply Chain – Forests founding member.

# FOOD VALUES

**Our Restaurants are committed to providing Guests with high quality and great-tasting food. We aim to provide Guests with information to make educated choices about their meals to fit their individual lifestyles.**

# Trust and Quality

## Food Safety and Quality Assurance

At RBI, maintaining high food safety standards in Restaurants and across our Vendor base is at the core of our business. We are committed to providing our Guests across the globe with safe, high quality and great-tasting food, and we follow rigorous standards to meet this goal.

Across our brands, food safety starts with a robust Vendor quality assurance program that ensures preventative safety controls are in place – beginning with where we source raw materials right through to when the product is served to our Guests. The key controls required for Vendors in our system include certification under the Global Food Safety Initiative scheme, the foundation of which is the Hazard Analysis of Critical Control Points and Good Manufacturing Practices programs. We are constantly mitigating potential safety risks by routinely conducting Vendor audits when approving both new Vendors and new products.

Our focus on food safety extends into the preparation and serving of food to our Guests. Our programs have been designed to meet or exceed local food safety and health department standards, and regulatory law. We maintain awareness of global emerging food safety concerns, and are focused on continuously improving our standards to reflect the modern advances in food safety knowledge and practice.

Our policy is that new menu items entering our Restaurants are independently reviewed and assessed for compliance by Food Safety and Quality Assurance experts across our organization. These experts also join our Operations Teams to develop Restaurant procedures and best practices for maintaining the safety of Guests and Team Members. In addition, Team Members are provided with thorough training on safe food handling procedures, and best practices to both identify and manage risks effectively.

# Trust and Quality

## Nutrition

RBI is committed to improving access to nutrition information, so Guests around the world will be better able to make informed decisions about their food and meal choices.

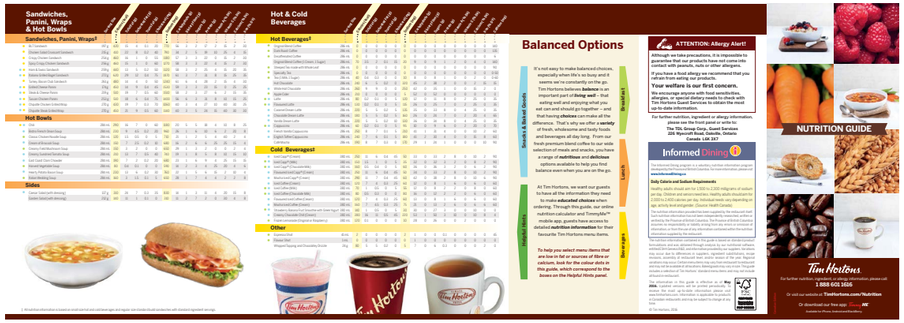
As the QSR industry continues to evolve, so have the nutritional needs of our Guests; nutrition, health and balanced menu options have increasingly become more important considerations. We understand the importance of providing our Guests with the information they need to make informed choices, and strive to make detailed nutrition, ingredient and allergen information easily accessible. In many countries in which we operate, this information is available on each brand's website, in-Restaurant nutrition brochures, and on posters and menu boards. We are also working to provide our Guests with greater access to nutrition information across mobile and online platforms. For example, more than 80% of *Burger King*® Restaurants* are located within countries whose websites provide Guests with access to nutrition information.

In addition to the food safety and quality assessments referenced on the previous page, during product development, we leverage our internal expertise to review each new product against our internal standards related to nutrition and ingredients. We also closely monitor regulatory and nutrition issues and often reformulate our products proactively before new regulations emerge.

## Nutrition + Children

As *Burger King*® Restaurants have a *King Jr.*™ meal, the Burger King Corporation, several of its European affiliates and some *Burger King*® Restaurant Owners voluntarily participate in many country and regional children's food advertising pledge programs that have both changed the way in which they may advertise to children, and improved the nutritional profile of kids' meals in participating countries.

As an original member of the U.S. (Children's Food & Beverage Advertising Initiative) and European Union (EU Pledge) programs, the Burger King Corporation and participating European affiliates in those territories only advertise meals and products to children under the age of 12 that meet established uniform nutritional criteria. The U.S. and EU pledge programs have annual reporting requirements and cover a broad array of advertising and media platforms such as TV, radio, print, online and mobile (including company-owned websites and social media profiles), and product placement.




*As of April 2017

# Taste and Choice

*Burger King*® and *Tim Hortons*® menu items reflect the choices and tastes of Guests. In addition to offering great-tasting classic items like the *Whopper*® sandwich and Canada's favourite coffee*, we are constantly working on new product innovation to meet the needs of Guests' evolving lifestyles. We perform detailed concept testing and pay close attention to Guest feedback to ensure each new product reflects what they are looking for. For example, *Burger King*® Restaurants in the U.S. now offer the Crispy Chicken Sandwich and *Tim Hortons*® Restaurants in Canada now offer freshly prepared salads as required menu options.

As our brands continue to expand globally and open Restaurants in new markets, we will continue working with our partners to develop products that reflect local and cultural preferences, while retaining the long-standing, classic menu items that define our brands.

* Source: Based on #1 brewed coffee servings in Canadian QSR (The NPD Group/CREST® for the year ending February 2016)

# RESPONSIBLE SOURCING

**At RBI, we are committed to always "doing what's right." Our philosophy is simple: integrity, honesty and compliance with the law are not optional. And when it comes to ethics, there is no compromise. This philosophy does not stop at our own doors. Rather, our commitment to responsible sourcing extends to our supply chain and the people, land and animals that may be impacted by our business.**

## Code of Business Ethics and Conduct for Vendors

To ensure our Vendors observe the same philosophy in their actions and relationships that affect RBI and its brands, we have established the RBI Code of Business Ethics and Conduct for Vendors (the "Vendor Code"). The Vendor Code communicates our requirements and expectations with respect to business integrity and sustainability, with regulatory compliance being a minimum standard of doing business with us.

Upon request, Vendors are required to provide clear, timely and accurate reporting to RBI regarding the origins and facilities within their supply chain to demonstrate their compliance with the Vendor Code.

RBI has the right to monitor Vendor Code compliance, including in certain instances the right to conduct, or have its designee conduct, unannounced inspections of Vendors' facilities and records, and the right, in connection with such inspections, to conduct interviews of the Vendors' employees. If RBI determines that a Vendor has violated the Vendor Code, RBI may terminate its business relationship with the Vendor or require the Vendor to implement a corrective action plan.

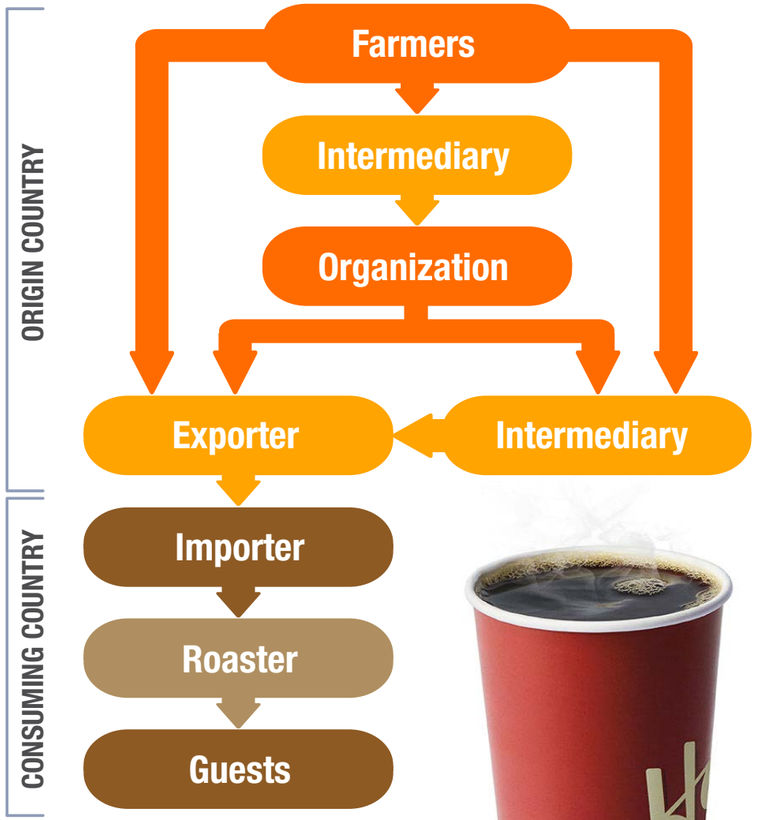
In addition to the principles and requirements outlined in our Vendor Code, we are committed to improving animal welfare and reducing the impacts on forests related to our supply chain.

Over the course of 2016, we worked to further develop our approach to responsible sourcing, and have made a number of time-bound commitments outlined in the following pages.

# Coffee Sourcing and Verification

***Tim Hortons*® coffee is made with a premium blend of 100% Arabica beans from the world's renowned coffee-producing regions in Central and South America, where the majority of coffee is produced by small holder coffee farmers with less than five acres of land.**

The figure below illustrates the typical levels of a coffee supply chain, and the diverse routes the beans can take to get from the farmer to our Guests.



**Farmers and producers** can range from individual "small holders" (less than five hectares of land) to large private estates (50 hectares+).

An **intermediary** is a trader or "middleperson" operating in the origin country that provides farmers services and assistance in getting their coffee to market. Intermediaries range from professional organizations to independent traders.

To get coffee to the export market, farmers and producers can organize themselves into formal **organizations**, associations or cooperatives.

**Exporters** are organizations operating in the origin country that process and commercialize coffee from farm gate level to meet the needs/specifications of international buyers.

**Importers** are global merchants who bring goods and commodities from the origin country to the place of sale and exchange.

The *Tim Hortons*® brand has two **roasting facilities**, one in Ancaster, Ontario, Canada and another in Rochester, New York, United States.

# Verification

While the process a coffee bean takes from first harvest to last sip can be complex, the *Tim Hortons*® brand is committed to strengthening its approach and commitment to ethically sourcing coffee, and supporting the people, places and partners across its coffee supply chain.

Using third-party verification every three years and self-audits for the years in between, Tim Hortons verifies detailed compliance with our Vendor Code, confirming that our coffee is ethically sourced.

Key areas of verification include:

- Compliance with Laws and Industry Standards
- Business ethics (including bribery and corruption and conflicts of interest)
- Wages and benefits
- Working hours
- Forced Labour
- Child Labour
- Health and Safety
- Freedom of Association

In 2016, 100% of *Tim Hortons*® Vendors conducted and provided self-audits to our Vendor Code that demonstrated consistency in quality management systems, safety of practices and ability to trace back to where the coffee was first purchased.

Furthermore, both *Tim Hortons*® coffee roasting facilities undergo annual audits by the British Retail Consortium Global Standards, an internationally recognized global food safety certification body. In 2016, both facilities received a AA rating, the highest rating for planned audits. This recognition includes verification of traceability of coffee back to the exporter level.

## Progress Brewing in 2017 and Beyond

**In 2017, third-party verification of compliance with the Vendor Code will be undertaken.**

**In addition, Tim Hortons is collaborating with Vendors, National Coffee Associations, and local coffee authorities including ANACAFÉ in Guatemala, National Federation of Growers in Colombia and CECAFÉ in Brazil, to develop programming that addresses issues related to the coffee supply chain, including family farming and labour practices. Leveraging the regional understanding and cultural perspective of these partners, Tim Hortons is creating regional training initiatives to be implemented in 2018.**

**Our goal, as part of these regional training Initiatives within our supply chain and our work within the Tim Hortons Coffee Partnership, is to develop a pilot verification program at the farm level in 2018.**

**As part of the pilot development, we will review current and future opportunities for increased traceability within our supply chain, including back to the farm. It is important to acknowledge that full traceability to the farm level is an industry issue related to small holder coffee production and in some instances traceability may be best defined to a region in order to allow small holders farmers to sell coffee to export markets.**

# Forest Commitment

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

At RBI, our goal is to eliminate deforestation within our global supply chain. In this pursuit, we support the World Wildlife Fund's (WWF) current definition* of deforestation, as follows:

**Deforestation is the conversion of forest to another land use or the long-term reduction of the tree canopy cover. This includes conversion of natural forest to tree plantations, agriculture, pasture, water reservoirs and urban areas but excludes timber production areas managed to ensure the forest regenerates after logging.**

As part of our forest commitment, we will work with our supply chain partners 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
- Respecting human rights as per our Vendor Code
- The right of all impacted communities to provide or withhold free, prior and informed consent
- Improving visibility to the origin of raw materials

In support of our goal, RBI has established 2020 targets for palm oil and fiber-based packaging.

Next, in 2017 we aim to develop time bound commitments for the following additional priority products: beef and poultry (including soy as feed) and coffee.

Guidance for Vendors on preferred methods of verification and reporting on progress will be developed and embedded into strategic sourcing plans based on commodity.

It is our intention to report regularly on our progress toward eliminating deforestation.

* Source: WWF. Accessed April 19, 2017 from http://wwf.panda.org/about_our_earth/deforestation/.



In line with our fiber-based packaging commitment, here are some highlights from our *Burger King*® brand in the U.S. In 2016:

## CARRYOUT BAGS

All kraft carryout bags were made from

**100%**

recycled fiber with a minimum of

**60%**

post-consumer recycled content

## THE PAPERBOARD MATERIALS FOR PAPER COLD CUPS, SANDWICH WRAPS AND PAPERBOARD CARTONS

were sourced from mills that were certified to standards that promote sustainable forest management

## PAPER TRAY LINERS

were made with

**50%**

recycled material containing a minimum of

**20%**

post-consumer recycled content

## NAPKINS

were made with

**100%**

recycled fiber and

**20%**

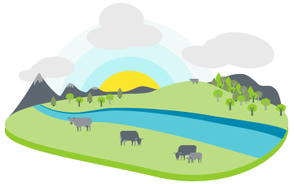
post-consumer recycled material

In **2016, 100%** of the palm oil directly sourced supported the production of Roundtable on Sustainable Palm Oil (RSPO) certified sustainable palm oil. **34%** of that palm oil was sourced from RSPO-certified sources.

# Beef Sustainability

As a member of the Global Roundtable for Sustainable Beef (GRSB), we endorse their definition and core principles of sustainable beef* as follows:

The Global Roundtable for Sustainable Beef defines sustainable beef as a socially responsible, environmentally sound and economically viable product that prioritizes Natural Resources, People and the Community, Animal Health and Welfare, Food, Efficiency and Innovation.



## Natural Resources

The global beef value chain manages natural resources responsibly and enhances ecosystem health.

## People & The Community

Global sustainable beef stakeholders protect and respect human rights, and recognize the critical roles that all participants within the beef value chain play in their community regarding culture, heritage, employment, land rights and health.

## Animal Health & Welfare

Global sustainable beef producers and processors respect and manage animals to ensure their health and welfare.

## Food

Global sustainable beef stakeholders ensure the safety and quality of beef products and utilize information-sharing systems that promote beef sustainability.

## Efficiency & Innovation

Global Sustainable Beef Stakeholders encourage innovation, optimize production, reduce waste and add to economic viability.

*Source: Global Roundtable for Sustainable Beef. www.grsbeef.org



## 2016 Global Beef Sustainability Conference

GLOBAL ROUNDTABLE FOR® SUSTAINABLE BEEF

In 2016 we participated in the global beef sustainability conference co-hosted by the GRSB and the Canadian Roundtable for Sustainable Beef (CRSB) in Banff, Alberta, Canada.

This conference, themed “Building on Experience: Regionally and Globally” brought together more than 200 participants from around the world to exchange ideas and experiences relating to beef sustainability with a view to continuously build on and expand work in this area.

Key conference topics included advancing zero deforestation in beef production, assessing the overall sustainability of the beef value chain and connecting consumers and sustainability.

## CRSB’s National Beef Sustainability Assessment and Strategy

CRSB
CANADIAN ROUNDTABLE FOR SUSTAINABLE BEEF

As part of the 2016 Conference, the CRSB launched its National Beef Sustainability Assessment and Strategy. The assessment reflects a two-year farm to fork study that benchmarked the environmental, social and economic performance of the Canadian beef industry. It laid the groundwork for the sustainability strategy, which identifies goals, key performance indicators and action items for the CRSB to advance continuous improvement in sustainability.
As members of the CRSB, we look forward to supporting the sustainability strategy as it moves forward.

## CDP Supply Chain – Forests

**As a demonstration of our commitment to forests and our vision to eliminate deforestation within our supply chain, RBI is proud to be a founding member of CDP’s Supply Chain – Forests program. Through this program, we are working toward an industry movement to benchmark four key forest commodities – cattle products, palm oil, timber products and soy. By asking our brands’ Vendors to disclose information on these commodities through their participation in the CDP survey, we are taking a meaningful step toward increasing transparency in our own supply chain and the broader business community. Participation by our Vendors in this program will allow us to identify proactive opportunities to build and better manage a more resilient supply chain.**

# Animal Welfare Approach

**At RBI, animal welfare is an issue of importance for us and our stakeholders, including our Restaurant Owners, Vendors, and Guests. Throughout the global supply chain, our commitment is to improve animal welfare.**

In providing high quality, safe food to our guests, we believe that we also have a responsibility to ensure the health and welfare of farm animals. While we are not directly involved in the raising, handling, transportation or processing of animals, we consider animal welfare to begin on the farm and to apply to all aspects of farm animal care within our supply chain.

RBI's Vendor Code requires its Vendors globally to meet local applicable laws, regulations and Codes of practice.

The Five Freedoms provides the context for our work on improving the welfare of animals in our global supply chain.

1. **Freedom from Hunger and Thirst**
2. **Freedom from Discomfort**
3. **Freedom from Pain, Injury or Disease**
4. **Freedom to Express Normal Behaviour**
5. **Freedom from Fear and Distress**

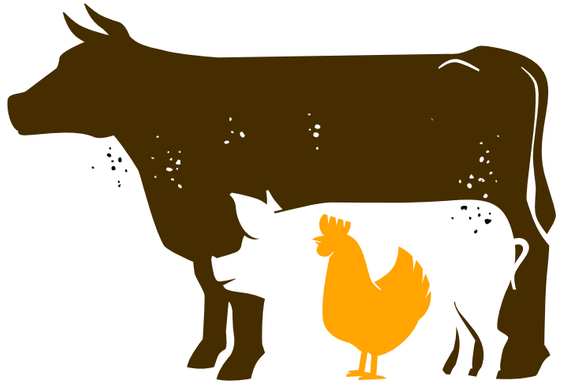
While we recognize that there are many important welfare issues, we have begun by addressing those practices that contravene the Five Freedoms where we feel we can have an impact, such as:

- Close confinement
- Breeding for single (production) attributes that cause poor welfare outcomes
- Barren environments that restrict normal behavior
- Routine painful procedures where management options exist. Where no management options exist, procedures done without pain mitigation
- Routine use of antibiotics and other growth promotants sub therapeutically to speed growth and mitigate poor conditions.



Our welfare commitments apply to all segments of our global supply chain, but we recognize that some regions are better positioned to pursue changes and we will work with those regions to determine a timeline for implementation that we intend to release in 2018.

RBI will work with our current Vendors to develop action plans to address these practices and wherever possible we will favour Vendors that provide better welfare.



## Reporting

As part of our approach we will set performance objectives and report on progress.

## Continuous Improvement

We recognize the need for continuous improvement with respect to animal welfare and are committed to the ongoing evaluation of best practices within the industry, our supply chain and others by:

- Seeking guidance from science-based research on animal welfare practices;
- Engaging with animal welfare experts, industry, Vendors and other stakeholders;
- Encouraging Vendors to undertake training; and
- Where appropriate, integrating animal welfare procedures, standards and best practices across the business.

Further, we will pursue opportunities to collaborate with government and industry animal welfare groups to promote research and continuous improvement across the industry and supply chain.

# We are currently working towards the following improvements:

## Laying hens

RBI is committed to transitioning to 100% cage-free eggs globally and will accomplish this goal for our U.S., Canadian, Mexican and Latin American *Burger King*® and *Tim Hortons*® Restaurants by 2025.

Currently, the *Burger King*® brand and its Restaurant Owners only source cage-free egg products* in Austria, the Czech Republic, Germany, Hungary, the Netherlands, Poland and the UK.

## Sows

RBI is committed to sourcing pork globally only from Vendors that do not use gestation stalls, and we aim to accomplish this goal in North America by 2022 and in Latin America by 2025.

## Dairy Cows

RBI encourages the selective breeding of naturally polled cattle, as the best possible solution instead of dehorning.

## Antibiotics

We recognize that antibiotics play an important and delicate role in animal wellbeing and human health. Antibiotics are sometimes required to control and treat disease to maintain animal health and welfare. We require our Vendors to purchase products only from farmers that administer antibiotics in a judicious and responsible manner when treatment is necessary, in keeping with veterinary and regulatory requirements.

In 2016, we collaborated with our working group of Vendors and academics as well as monitored the guidance of external experts such as the World Health Organization and the U.S. Food and Drug Administration with respect to the matter of antibiotic resistance.

We believe that it is important to reduce the use of antibiotics important for human medicine in order to preserve the effectiveness of antibiotics in both veterinary and human medicine.

In support of this belief, we are committed to using chicken that is raised without the use of antibiotics important to human medicine as defined by the World Health Organization in Critically Important Antimicrobials for Human Medicine 5th Revision 2016* and we intend to meet this commitment in U.S. and Canada by the end of 2018.

We will work with our supply chain partners toward supporting and implementing these changes.

## Transport

Transport of live animals should be minimized wherever possible and journeys should be kept as short as possible.

*Cage-free egg products means shell eggs, liquid or frozen egg products

*Source: WHO. (2017). Critically Important Antimicrobials for Human Medicine 5th Revision 2016. Accessed April 28, 2017, from http://www.who.int/foodsafety/publications/antimicrobials-fifth/en/

## Broiler Chickens

To increase the welfare of broiler chickens, we recognize that wide-scale change will take time and must be undertaken in a thoughtful manner using best practices supported by science and rigorous research. The Global Animal Partnership (GAP) standards offers solutions in the areas of breed, stocking density and environment and we will work with our Vendors, animal welfare experts and others in our industry, to align on these solutions. It is our intention to make changes to achieve improved welfare, and to ask our Vendors to verify their progress via third party auditing.

### Our vision is to achieve the following in the US and Canada by 2024:

- Transition to using breeds determined to have better welfare outcomes
- Provide more space by reducing maximum stocking density, per GAP Standards
- Enhance living environments including litter quality, lighting and enrichments, per GAP Standards
- Utilize a multi-step controlled-atmosphere stunning system

### Antibiotics Workshop

**In 2016, the University of Guelph facilitated our antibiotics working group and supported our overall efforts to build our approach to the responsible use of antibiotics in our supply chain. The partnership with the University of Guelph began in 2012 through the establishment of the Tim Hortons Sustainable Food Management Fund and has supported our evidence based approach to animal welfare commitments. We look forward to building on this work in 2017.**

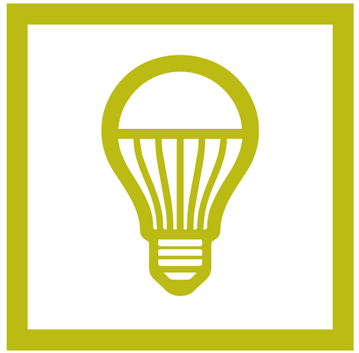
# THE ENVIRONMENT

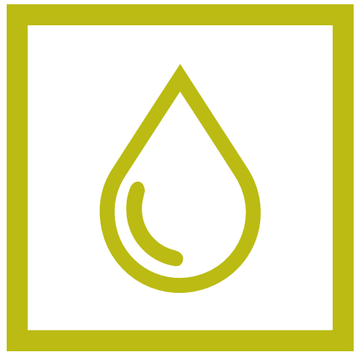
**At Restaurant Brands International, we understand that changes in the environment need to be managed and we embrace our responsibility to do our part with respect to energy, water and waste.**

## Sustainability through Restaurant Design

In order to help us and our Restaurant Owners reduce Restaurant energy and water footprints, we have developed design standards that incorporate the use of leading industry products and practices. In 2016 these design standards were required at all new or remodeled *Burger King*® Restaurants in the U.S. and *Tim Hortons*® Restaurants in Canada and the U.S.

Take a tour of some highlights of these 2016 design standards intended to help improve energy and water conservation, as well as some upcoming standards to be implemented starting in 2017.





# Sustainability through Restaurant Design

## *Burger King*® Restaurants

Design standards active in 2016 appear in **WHITE**

Design standards planned for 2017 and beyond appear in **GREEN**

### FRYERS
LOOKING FORWARD

Building on a successful launch in select countries throughout the Europe, Middle East and Africa (EMEA) markets, after January 2017 all new *Burger King* ® Restaurants throughout EMEA and the Latin America and the Caribbean (LAC) market will use a new model of fryer. Compared to the previous version, this smaller fryer vat is expected to reduce electricity consumption, and may decrease oil use by approximately 30%.

### VERTICAL TOASTERS
LOOKING FORWARD

Following a successful launch in *Burger King* ® Company Restaurants, a more energy efficient vertical toaster is now being used in all new *Burger King* ® Restaurants in EMEA, LAC and North America. This model is intended to reduce electricity use by approximately 20% compared to the traditional model. Without a rubber belt, it also has fewer consumable parts.

### LANDSCAPE GUIDELINE

Landscape guidelines outline the requirements and provide guidance on the types of plants to be used for new and remodeled *Burger King* ® Restaurants throughout the U.S. These guidelines take into consideration the wide variety of climate zones and the need for traits like salt tolerance in northern areas and the use of plants that are hardy or indigenous to a climate region, while also minimizing the need for irrigation.

### HIGH EFFICIENCY ROOFTOP HVAC UNITS

High efficiency rooftop HVAC units were used in U.S. Restaurants for heating and cooling.

### ROOFING MATERIALS

In the U.S., roof materials with high reflectivity were used for new and remodeled Restaurants.

### INDOOR AND OUTDOOR LIGHTING

All new or remodeled Restaurants in the U.S. used LED lights.

## *Tim Hortons*® Restaurants

Design standards active in Canada and the U.S. in 2016 appear in **WHITE**

Design standards planned for 2017 and beyond appear in **GREEN**

### INDOOR AND OUTDOOR LIGHTING

Since 2013, more than 2,000 new and remodeled Restaurants have installed LED lighting fixtures.

### LIGHTING MOTION SENSORS

Strategically-placed motion sensors have been installed in new and remodeled Restaurants in areas that are used less frequently.

### WATER EFFICIENCY

All newly built Restaurants used low-flow plumbing fixtures

### MENU BOARDS
LOOKING FORWARD

Beginning 2017, Canadian and US Tim Hortons Restaurants will transition their digital menu boards to more energy-efficient LED menu boards for all new and remodeled Restaurants.

### BUILDING MATERIALS

Since 2014, *Tim Hortons*® design standards have required all new millwork (such as wood cabinets) in North American *Tim Hortons*® Restaurants to be made from wood that is responsibly sourced as certified by a third-party.

### HIGH EFFICIENCY ROOFTOP HVAC UNITS

High efficiency rooftop HVAC units were used for Restaurant heating and cooling.

# Waste Reduction

Reducing waste throughout our operations continues to be a key area of focus, for both our corporate facilities and our *Burger King*® and *Tim Hortons*® Restaurants. Waste management is a complex and constantly evolving field. Variations in waste and recycling services between countries – and even between neighbouring cities – means that there needs to be many and effective solutions rather than a one-size-fits-all approach. As new technologies and best practices develop, we continue to seek out new initiatives and more effective ways to reduce, reuse and recycle, and therefore limit our environmental impact.

## Better Packaging Practices

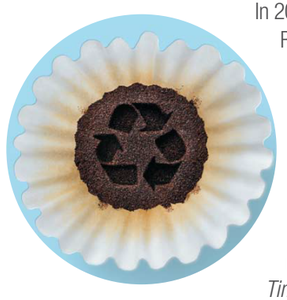
One of our waste reduction strategies is to serve Guests the food they love in packaging that can be recycled in their local communities. One challenge we face is that some communities and regions lack the necessary facilities to be able to properly recycle all types of plastics. To tackle this challenge, in the U.S., our *Burger King*® brand has been transitioning toward the use of plastics that are more widely-accepted for recycling throughout the country*. For example, *Burger King*® salad bowls in the U.S. are made with polyethylene terephthalate plastic and contain 60% post-consumer recycled plastic, and breakfast platters, specialty drink cups and lids and sundae cups are all made with polypropylene plastic.

**LOOKING FORWARD**

**In 2017, Tim Hortons will transition all of its remaining polystyrene cold cups to polypropylene in Canada and the U.S.**

*We recommend that our Guests always check first with their local waste and recycling programs to learn which items are accepted in their communities.

## Diverting Organic Waste



In 2016, a number of *Tim Hortons*® Restaurants in southern Ontario successfully participated in a program to compost coffee grinds. During the year, these Restaurants together diverted more than 1,300 tonnes of coffee grinds from landfill. Furthermore, one of the waste management service providers for *Tim Hortons*® Restaurants has been able to repurpose many of these grinds, by combining them with recycled coffee filters from Restaurants to make coffee-scented fire starters which are planned to be commercially available in the summer of 2017.

## Pitch-In Week

In 2016, the Tim Hortons sponsorship of 'Pitch-In Week' supported over 17,500 local community clean ups across Canada. Through this sponsorship, Tim Hortons supports local communities in their efforts to clean-up, restore, and preserve the environment.

PITCH-IN WEEK
SEMAINE PASSONS À L'ACTION
Proudly Sponsored By Tim Hortons

## Highlights from our Corporate Facilities

In 2016, we measured waste diversion rates at our Global Restaurant Support Centre, manufacturing facilities and distribution centres. Waste diversion programs included:

- Composting food waste, coffee grinds, sugar and other organic materials;
- Recycling wood pallets;
- Recycling coffee jute bags to make paper or for use in the fishing industry;
- Recycling plastics, including muffin trays;
- Recycling scrap metal;
- Recycling cardboard; and
- Recycling paper and paper packaging, include the *Tim Hortons*® hot beverage cup.

At our distribution centre in Debert, Nova Scotia, Canada, revenue from the recycling of damaged sugar and broken pallets is donated to the Tim Horton Children's Foundation.

In 2016, our Global Restaurant Support Centre, manufacturing facilities and distributions centres achieved an overall waste diversion rate of approximately **87%***.

*This data is based on both measured and calculated waste that was produced at these facilities as landfill waste, recycling and organics. Measurements reflected the actual weights of waste produced during 2016. In the few instances where weights were not available, volume to weight conversions were used to provide estimates.

# BEST PEOPLE

**At RBI, we may have three iconic brands but we have one amazing culture that is supported by our Values.**

## Our Values

### BOLD

We have very big dreams for our company and aggressive goals for our employees.

### ACCOUNTABLE

We set clear company objectives to support our employees in achieving their goals. Employees of RBI are in turn accountable to achieving their goals, to our stakeholders and to our company as a whole.

### EMPOWERED

We vest our employees with the power to achieve their goals in a sustainable way; we don't cut corners. We foster a culture of ownership, where we are all charged to make a difference.

### MERITOCRATIC

We reward exceptional performance.

### FUN

We are motivated and excited by the challenges we face. We persist through the ups and downs and celebrate our successes and achievements.

# Global Talent Development Programs

**At RBI, we recognize the importance of recruiting and retaining top talent. Through our globally recognized full-time and intern programs, we seek to hire top-performing and hard-working graduates and undergraduates that share our Values. All program participants start off their experience with an onboarding week held at both our Global Restaurant Support Centre in Oakville, Ontario and our Restaurant Support Centre in Miami, Florida before joining a team at one of our offices around the globe.**

The following programs are offered at all of RBI's restaurant support centres and are critical in supporting the talent bench for the company.

The **Leadership Development Program** offers new graduates the opportunity to participate in a multi-functional rotational program which gives exposure to our business both in-Restaurant and in the corporate offices. Program participants gain both hands-on experience and key skills they need to set them up for success as future leaders of the company. After the rotational period, each participant is placed in a full-time role with immediate opportunity to make an impact on the business.

The **MBA Leadership Program** provides successful applicants with opportunities to pursue flexible career paths and explore growth potential at RBI. After completing onboarding, MBAs jump right into real high-impact roles where they have exposure to leadership teams and take personal ownership of business-critical, major-scale challenges.

Summer Internships are also available in these programs for undergraduates and MBAs, respectively, who are still in school. Once they graduate, interns may be invited into the full Leadership Development or MBA Leadership programs.

## Setting a Foundation for Success

As a meritocratic culture, the development of our employees is key to achieving our long-term goals as an organization. Our training is reflective of our Values, particularly 'Empowered' and 'Accountable', as our employees take challenges head-on, and we support them by providing the right tools and knowledge to do so.
At RBI our problem solving program provides our employees with the skillsets they need as they advance their careers. Our employees receive classroom training and coaching focused on lean and six sigma techniques to solve our hardest problems.

In 2016, more than 1,000 employees were trained in our white belt training program to increase the baseline problem-solving expertise of all our employees in the organization.

## Fostering Growth

Investing in the management and leadership development of our employees creates a pipeline of capable managers and leaders with the skills and Values to achieve personal and business goals. All of our management training courses highlight and reinforce management best practices through assigned readings and in-class instruction led by internal subject matter experts and a professional third party.

- **New@RBI**: Self-paced online modules that introduce RBI's culture and Values, and provide an overview of key priorities and teams across our business.
- **Manage@RBI:** Two-day course focused on skills to manage processes and projects, including communication, unconscious bias and presentation skills.
- **Lead@RBI:** Three-day course focused on skills to lead teams and successfully design and implement large projects and initiatives, including motivation, influence and negotiation.

**LOOKING FORWARD**

**In 2018, we will be launching Business@RBI, a six-month program designed to introduce organizational leadership and design strategies to the heads of our organization.**

### Building Our People

Going forward, we will continue onboarding new employees into our problem solving program, while expanding our library of resources. In 2017 we are seeking to further develop 'Functional Training' materials focused on RBI-specific knowledge, business strategy, and industry insights related to our corporate teams like Marketing, Operations, Development and Finance.

## Talent Assessment

Over and above regular performance reviews, twice a year we conduct 'talent assessments' that identify employee strengths, and areas for development. Using a consistent systematic approach, we are able to build an ongoing view of our employees and utilize this information to develop and support them as they grow their careers at RBI.

## Wellness Program

In July of 2016, we launched the RBI Wellness Program to promote the health and wellness of our employees through education and initiatives that encourage healthy habits and empower individuals to be accountable for their own well-being. The overall goal is to drive wellness-focused behaviour, manage healthcare costs for employees and RBI, and engage with employees through fun activities including lunch and learns, giveaways and health fairs.

Each month, our Wellness team focuses on a different issue. In 2016, some of the topics included Skin Cancer Prevention in July, Nutrition in September, Breast Cancer Awareness in October and Diabetes Awareness in November. Programs like this aim to support employees and help them to lead productive and engaging lives and careers that are supported by the company.

## Engagement

At RBI, keeping our employees feeling motivated and engaged within our business is a key priority. That's why each year we conduct an engagement survey focused on collecting employee feedback to understand our culture's strengths, and our opportunities for improvement. Using these insights, we work with our leaders across the company to build and execute action plans that foster new opportunities for employee empowerment and engagement. We then track our progress throughout the year by conducting short surveys that are further used to strengthen and drive our engagement strategy.

## Learning from the Front Line

At RBI, we believe it's important for our employees to understand every aspect of the business – from the way we greet our Guests to the manner in which we prepare our food. That's why, in 2016 employees across our brands worked for 2 to 3 days in either *Burger King*® or *Tim Hortons*® Restaurants.

Experience working in-Restaurant provides our employees with a chance to experience our brands from the perspective of Team Members, and garner an understanding of the opportunities and challenges, business patterns, and needs of our Restaurant Owners.

## Diversity and Inclusion at RBI

At RBI, we actively strive to foster an environment where the differences of our employees, Restaurant Owners, Vendors and Guests are understood and included in the development of business plans and processes.

LOOKING FORWARD

In 2017, we are focusing our efforts on introducing new initiatives that support women at RBI with opportunities to speak candidly about their career challenges and aspirations with leaders throughout the company. One of our most exciting examples is the establishment of our Women's Leadership Forum – a series of events at our offices around the world that provide women employees, at all levels, with the chance to learn from one another, and engage with members of our Leadership Team. These events take many forms, from casual lunch swaps where employees can meet and mingle with co-workers they don't normally interact with, to more structured panels designed to address concerns highlighted in our employee survey and answer additional questions that are top of mind.

We're also offering Diversity training at our global offices to help employees, at all levels, to understand and account for each other's unique differences. As a global company, we know that a diverse and dynamic workforce helps to promote a culture of equality and inclusion, which is why we're constantly seeking input from all of our stakeholders, including Restaurant Owners and Vendors, on how to get better every day. This culture is reflected in everything we do, from the products we serve our Guests to the team that leads RBI. Therefore, we will continue to promote an increase in diversity throughout our hiring, advancement and retention efforts led by our Chief Diversity Officer, who keeps RBI up-to-date on the best diversity practices.

We look forward to continuing to help RBI become a more diverse and inclusive place to work, and do business with, every day.

# COMMUNITIES

Across each of our three brands, we, along with our Restaurant Owners, are passionate about strengthening and giving back to the communities we serve around the globe.

## Tim Hortons Coffee Partnership

Tim Hortons believes that in order for the coffee sector to continue to thrive in a changing world and a changing climate, its work must focus at the grassroots level. That's why in 2005 Tim Hortons launched the Tim Hortons Coffee Partnership (THCP) to improve the lives of small holder farmers in Guatemala, Honduras, Colombia and Brazil by empowering them to build their businesses with improved agricultural practices and entrepreneurship skills.

The following chart summarizes the key areas of focus for the THCP and the objectives within each area.

### COFFEE FARMING

- ✓ Productivity
- ✓ Quality
- ✓ Climate Adaptation
  - Cover crops
  - Shade trees
- ✓ Environment
  - Water
  - Waste
  - Biodiversity

Farmers are trained in sustainable farming practices that help them to increase their coffee productivity and quality, to improve their farms' resilience to climate change and to reduce the environmental footprint of coffee farming.

### ENTREPRENEURSHIP

- ✓ Family Business Planning
- ✓ Farm Management Plans
- ✓ Strategic planning
- ✓ Profitability
- ✓ Commercial Business Planning
- ✓ Associations / Cooperatives
- ✓ Negotiations
- ✓ Purchasing
- ✓ Lending / financing
- ✓ Marketing
  - Milling, Drying, Manufacturing

### COMMUNITY BUILDING

- ✓ Empowerment
- ✓ Education and Awareness, including Youth and Gender
- ✓ Career Planning / Opportunities (in coffee and in community)
- ✓ Community Integration and Engagement to reduce migration
- ✓ Compliance

The THCP promotes greater gender equity within coffee growing communities by dismantling harmful stereotypes and creating more inclusive economic opportunities.

The THCP's hands-on youth mentorship and support inspires the next generation to become coffee growers and entrepreneurs within the coffee value chain.

“I feel more confident. I know I can have any position of power within any organization; my opinion is equal to anyone else’s. I feel free to go out and to speak my mind. More than anything, through this group I have gotten the education I did not have access to.”

Elvia Maria, 52,
Ocotepeque, Honduras

# Reaching More Farmers

The THCP has taken a grassroots approach that embraces sector collaboration and public-private partnerships in order to contribute to positive change, while also allowing its investment to reach more farmers.

Since 2005 Tim Hortons has invested approximately C$10 million into the THCP. This investment has been supplemented via public-private partnerships with the Trade Facilitation Office Canada and Canada’s International Development Research Centre.

Tim Hortons has a four-year partnership with the Trade Facilitation Office Canada with a goal to make a difference in the lives of coffee farmers in Guatemala and Honduras. Between 2014 and 2018, the Trade Facilitation Office Canada will contribute C$3.4 million from the Government of Canada in funding for partnership projects. The THCP will contribute C$2.25 million to these projects over the same time period.

In addition, Tim Hortons is collaborating with the International Development Research Centre and Cenicafé (Colombia’s National Coffee Research Center) on the *Climate resilience for coffee growers* partnership to reduce the vulnerability of small holder Colombian coffee farmers to climate-change impacts. As part of the partnership, the International Development Research Centre is providing funding in the amount of C$1.1 million over a two-year period. This additional funding will allow Cenicafé to work with farmers to develop more climate-resilient plant varieties and explore relevant climate adaptation options. This will help farmers secure and stabilize their livelihoods, and be more competitive, in the face of climate change while securing the supply and quality of coffee.

The THCP approach, supported by public-private partnerships, has allowed for the partnership’s projects to scale beyond what could be accomplished alone, reaching more farmers and surpassing our 2016 goals:

**2016 GOAL:** **7,500** farmers

**ACHIEVED:** THCP and its partners reached more than **11,140** farmers

**2016 GOAL:** **50,000** points of contact

**ACHIEVED:** **68,000** points of contact

**2016 GOAL:** Positively impact an estimated **37,500** people in project communities

**ACHIEVED:** positively impacted an estimated **55,700** people in project communities

LOOKING FORWARD

In conjunction with the work Tim Hortons will be undertaking on regional training and traceability with its Vendors, National Coffee Associations and local coffee authorities, they are also undertaking these additional efforts within the THCP.

The THCP is strengthening the way it educates farmers on social issues within the coffee supply chain by adding new social indicators concerning family farming and labour practices to farmer training and farm-level audits. These new indicators within the partnership are expected to reflect standards under UN Conventions on the Rights of the Child and/or local laws that are equivalent or greater. We expect that these indicators will be developed with support from a third party as well as our coffee suppliers, National Coffee Associations, and local coffee authorities.

# Tim Horton Children's Foundation

**Tim Hortons proudly supports the communities it serves, and the Tim Horton Children's Foundation is the brand's largest community investment. Established in 1974 in honour of Tim Horton's love for children and desire to help those less fortunate, the Foundation has focused on building lasting strengths and life skills through intentional experiences. The Foundation believes that investing in youth living in priority neighbourhoods is such a valuable way to support our communities.**

TIM HORTON CHILDREN'S FOUNDATION

## In 2016:

- The Tim Horton Children's Foundation provided camp experiences for more than 19,000 children and youth at no cost to them or their families.
- The Foundation established a new strategic vision focused on increasing reach, relevance and impact while zeroing in on youth at a critical age in their development during the transition from childhood to adolescence.
- Tim Hortons' Guests and Restaurant Owners from across North America helped raise more than C$13.1 million for the Foundation on Camp Day.

## Community Leaders Program

Throughout the fall, winter and spring, the Foundation welcomes schools from low-income neighbourhoods for two distinct four-day, three-night trips to camp. Students leave their school community to participate in camp experiences designed to develop life and leadership skills which provide the building blocks for youth engagement.

Between camp visits, students challenge themselves with constructive actions and give back locally through a community service project. The program inspires students to instill positive cultural change in their schools and fosters a commitment to making their communities better places.

**Take a look at this video for more information about the Community Leaders Program.**



"KIDS AT INNER CITY SCHOOLS ARE JUST AS BRIGHT... JUST AS SMART. THEY JUMP JUST AS HIGH AND THEY RUN JUST AS FAST. THEY JUST HAVEN'T HAD THE OPPORTUNITIES. BUT WHEN YOU GIVE THEM THE TIME AND YOU GIVE THEM THE CHANCE, THEY CATCH UP REALLY FAST."

-TERRY, TEACHER

## Youth Leadership Program

During the summer months, the Foundation serves youth, ages 12-16, who participate in five, 10 day sessions spread over five years. Each level features increasingly challenging activities, wilderness expeditions and workshops combined with specific constructive actions for youth to complete in between levels. The program builds skills and strengths that help youth thrive at school, succeed in their future work places and become positive, contributing members of their communities.

**Check out this video for more information about the Youth Leadership Program**

"THIS EXPERIENCE WAS ONE OF THE BIGGEST POSITIVE INFLUENCES IN MY LIFE. I HAD NO STABILITY AT HOME OR SCHOOL, BUT ONCE A YEAR I WOULD ALWAYS COME OUT TO CAMP AND IT GAVE ME SOMETHING TO LOOK FORWARD TO. I MET MY SUPPORT SYSTEM OUT THERE AND I CHALLENGED MYSELF BOTH PHYSICALLY AND MENTALLY. IT PUSHED ME TO BE WHO I AM AND TO ACCEPT THE FLAWS OF BOTH MYSELF AND EVERYBODY AROUND ME."

-NICOLE, YOUTH LEADERSHIP PROGRAM CAMPER

## Stay Connected

Website: https://www.thcf.com
Email: info@thcf.com
Facebook: Tim Horton Children's Foundation
Twitter: @THCF1974
Instagram: THCF1974
YouTube: THCF1974

# *Tim Hortons*® - A Focus on Community

**In addition to the Tim Horton Children's Foundation, Tim Hortons and its Restaurant Owners support communities through diverse fundraising campaigns focused on local Guests, Team Members, charities, and youth.**

## *Tim Hortons*® Scholarship Program

Since 2005, Tim Hortons has consistently recognized Team Members, their children and grandchildren through the *Tim Hortons*® Scholarship Program, which emphasizes the importance of education, community service and leadership. Handing out 220 awards of $1,000 every year, Tim Hortons has awarded $240,000 in the U.S. and C$2,400,000 in Canada in scholarships to date.

## *Tim Hortons*® Warm Wishes

In 2016, the *Tim Hortons*® brand celebrated local Canadians with the return of its annual #WarmWishes campaign. Canadians were encouraged to drop a wish for a deserving member of their community in the Cup of Good Deeds at one of six select Coffee Trucks across the country. From delivering coffee to a friend, or grocery shopping for a neighbour, to donating clothing to a shelter or installing new winter tires, once the request was dropped in the Cup of Good Deeds, the Tim Hortons team from Vancouver to Moncton executed as many good deeds as possible. This year, Tim Hortons surprised Canadians with more than 150 good deeds in one day – check out some of the reactions here

## Smile Cookie

In 2016, the *Tim Hortons*® Smile Cookie Program raised approximately C$7.2 million for more than 460 local charities across Canada and the U.S.

A unique program that both generates funds and excitement, each year during one week in September, *Tim Hortons*® Restaurant Owners sell special Smile Cookies and donate 100% of all proceeds to local charities, hospitals and community programs.

SMILE COOKIE

## Special Olympics Canada

In 2016, the sponsorship of Special Olympics Canada by the *Tim Hortons*® brand supported over 5,200 young athletes participating in Active Start and FUNdamentals programs across Canada.

Through Active Start, children between the ages of 2 and 6 are introduced to the world of sport by developing fundamental movement skills like walking, running, jumping and balancing. The FUNdamentals program, for children ages 7 to 12, focuses on developing basic sport skills while creating a level of enjoyment for physical activity in young athletes.

Special Olympics
Olympiques spéciaux
Canada

## *Tim Hortons*® *Timbits*® Sports Program

In 2016, the *Tim Hortons*® *Timbits*® Sports Program supported more than 345,000 children playing minor sports.

The *Tim Hortons*® *Timbits*® Sports Program is a community-oriented sponsorship funded by local Restaurant Owners that provides kids aged 4 to 9 with an opportunity to play house league sports. The philosophy of the program is not based on winning or losing, but on learning a new sport, making new friends and just being a kid.

Tim Hortons TIMBITS® SPORTS
The first goal is having fun.™

# *Burger King McLamore*SM Foundation

**We create brighter futures by empowering individuals and feeding their potential through education and emergency relief.**

**One in five people globally cannot read, and education continues to be one of the top causes consumers care about.**

BURGER KING McLAMORE FOUNDATION℠

## Our Responsibility to Create a Brighter Future

The *Burger King McLamore*SM Foundation (BKMF) is a nonprofit that believes without education you limit your potential to be your own way. Inspired by *Burger King*® brand co-founder, Jim McLamore, its mission is to create brighter futures by empowering individuals and feeding potential through education and emergency relief. As a global Foundation, BKMF partners with select nonprofits focusing on scholarships, literacy, and creating sustainable learning environments.

2016 brought BKMF's total investment to more than $33 million in scholarships and education projects around the world. Through the *Burger King*SM Family Fund an additional $1.6 million was provided to *Burger King*® families for emergency relief assistance during times of great need.

As the challenges facing education equality, literacy, and accessibility continue to increase, BKMF seeks to be on the front lines, funding advancement and removing the barriers to education. With this intention, during 2016 it met with industry leaders and experts on global giving and education, along with non-profit partners to develop BKMF's 2020 Impact Goals. These goals reflect two priority focus areas for the next five years:

BURGER KING SCHOLARS
Honoring Jim McLamore℠

- **Invest $50 million in scholarships across North America**
- **Build 200 new libraries and schools to increase literacy in communities around the world**

## *Burger King*SM Scholars "Feeding Potential with Scholarships"

Each year, BKMF endeavours to award the best and brightest with scholarships through the *Burger King*SM Scholars program. As the flagship program established in honour of co-founder, Jim McLamore, the *Burger King*SM Scholars program is a network of more than 30,000 talented professionals, innovators, entrepreneurs and college students all working to create a brighter future.

**In 2016, the Foundation proudly provided $3 million in scholarships to deserving students to inspire them to experience education "your way."**



**Alicia Miller, who lost her best friend to cancer at a young age, is now using her scholarship to study biology at University of California, Los Angeles and make a contribution in the fight against cancer.**

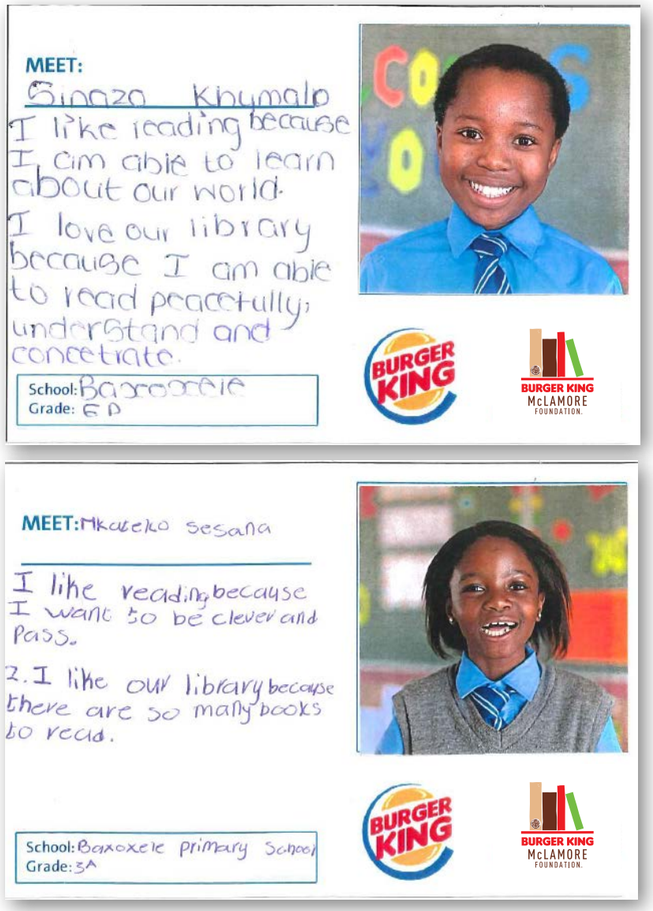
**Jacob Ramos, a Team Member and first generation student, is reaching new heights in his career in mechanical engineering at Michigan Technological University.**

The Foundation's scholarship network is comprised of students from across communities in North America and *Burger King*® Team Members. To date, the *Burger King*SM Scholars program has invested more than **$7 million** to support their education and dreams.

**Take a look at this video for highlights from the *Burger King*SM Scholars Class of 2016.**

## Literacy Programs "Empowering Individuals with Literacy"

Since 2012, the Foundation has partnered with Room to Read to bring libraries, schools, literacy programs and children's books to students across the globe. To date, the program has expanded to nine countries, and invested $3 million to support more than 83,000 with reading resources. In 2016, the Foundation invested an additional, $500,000 to build libraries, schools and even publish children's books in local languages. These initiatives impacted an additional 16,400 students that for the first time received access to education, including teachers, classrooms, books and supplies.




**Youth in South Africa share their excitement for the Literacy Program in their neighbourhood.**

## Community Learning Centres

Restaurant Owners across the globe help bring the Foundation's mission to life. Local Restaurant Owners hosted two in-Restaurant campaigns to fund a Learning Centre in Santo Domingo (Dominican Republic) in the area of Los Alcarrizos, Comunidad El Progreso.

The Community Learning Centres provide students in disadvantaged communities with literacy and training required for a brighter future.

## Impactful Initiatives

The Foundation is passionate about developing new ideas that inspire discussion and donations:

- World Literacy Month (September): A social awareness campaign featured a video that portrays what an illiterate person feels when they are presented with words and writings they don't understand using a modified *Burger King*® Restaurant drive-thru menu board.
- The *Burger King*℠ Beach Run in the *Home Of The Whopper*® (Miami Beach) raised $200,000 for scholarships in its fourth year.
- During the 2016 Spring and Fall In-Restaurant Fundraisers, more than $2.6 million was raised for the *BK*℠ Scholars program.

## *BK*℠ Family Fund

BKMF doesn't stop at education and literacy—in 2016 it provided $215,000 in emergency relief grants to more than 200 recipients. For example, during the Louisiana flooding, it supported 162 displaced and impacted *BK*® Team Members and Managers with nearly $125,000 in grants for new housing, food and water, clothing and other necessities.

## Let's Empower Individuals and Feed Potential Together

Website: http://bkmclamore.org/

**Check out this video for highlights of the Foundation's impact across the globe.**

# *Burger King*® Community Initiatives

**Over and above BKMF, the Burger King Corporation and Restaurant Owners also support additional charities across the globe.**

## In-Restaurant Fundraising

Through in-Restaurant fundraising in 2016, *Burger King*® Restaurant Owners supported not only the BKMF, but other local charitable organization as well, including:

- Muscular Dystrophy Association;
- Dana-Farber Cancer Institute Jimmy Fund;
- Veterans of Foreign Wars UnMet Needs Campaign;
- Oregon Health & Science University Foundation;
- Children's Hospital of Pittsburgh Foundation;
- East Tennessee Children's Hospital Foundation;
- Doernbecher Children's Hospital Foundation;
- Aloha United Way; and
- The Salvation Army

## *Burger King*SM Financial Scholars Program

The *Burger King*SM Financial Scholars Program was launched in 2012, in partnership with EverFi, an innovative company that designs interactive digital learning modules and brings them into schools with support from external funding. The program provides teachers in Miami-Dade County with an engaging platform to teach critical financial literacy concepts to students. From inception to the end of 2016, the *Burger King*SM Financial Scholars Program provided over 120,000 hours of learning to over 25,000 students.

## RBI Global Day of Service

In 2016, more than 1,000 corporate employees of RBI and our brands served their communities through the Global Day of Service initiative. More than 280 of our Miami-based employees volunteered their time at Miami Southridge Senior High School, painting murals, landscaping and building furniture, among other services. Across Canada, nearly 700 employees volunteered with the Tim Horton Children's Foundation at camp and through fundraising events, performing roles such as co-counsellors, photographers, providing food service, helping with maintenance, set-up, registration and more.

From our offices around the world, in Slough, England, Baar, Switzerland, and Singapore, the teams worked with various charitable organizations, and volunteered their time to provide services such as:

- Packing boxes of clothes and toys for children and adults in need in Chile;
- Painting fences for a charity and farm that teaches children skills such as teamwork and respect for people and animals; and
- Working on maintenance and beautification projects for a place that provides a supportive environment for children and youth whose families are unable to care to them.

## *Popeyes*® Family and Friends Foundation

### LOOKING FORWARD

**In 2017, RBI donated an initial $1,000,000 to help establish the *Popeyes*® Family and Friends Foundation, which will be focused on furthering the educational, financial assistance and disaster relief support opportunities available for Restaurant and corporate employees, and to support causes in our Restaurants' local communities.**

# Restaurant Brands International

This report is an opportunity for us to showcase our sustainability progress to date. While opening new Restaurants, entering new markets, and welcoming a new brand comes with new challenges, we will always keep 'doing what's right' at the core of our business.

**To learn more about our brands, please visit:**

www.timhortons.com www.bk.com www.popeyes.com

For more information about this report, please reach out to RBI or one of our brands via our Contact page here.