

Welcome to your CDP Climate Change Questionnaire 2021

C0. Introduction

C0.1

(C0.1) Give a general description and introduction to your organization.

Restaurant Brands International is one of the world's largest quick service restaurant companies with approximately \$31 billion in system-wide sales and 27,000 restaurants in more than 100 countries and United States territories as of December 31, 2020. Restaurant Brands International owns three of the world's most prominent and iconic quick service restaurant brands – BURGER KING®, TIM HORTONS® and POPEYES®. Each of these independently operated brands have been serving their respective guests, restaurant owners and communities for decades.

Through our Restaurant Brands for Good initiatives, we demonstrate our commitment to acting responsibly and holding ourselves accountable for doing business the right way across our brands.

C0.2

(C0.2) State the start and end date of the year for which you are reporting data.

	Start date	End date	Indicate if you are providing emissions data for past reporting years
Reporting year	January 1, 2020	December 31, 2020	No

C0.3

(C0.3) Select the countries/areas for which you will be supplying data.

- Albania
- Andorra
- Antigua and Barbuda
- Argentina
- Armenia
- Aruba
- Australia

Austria
Azerbaijan
Bahamas
Bahrain
Bangladesh
Barbados
Belarus
Belgium
Bolivia (Plurinational State of)
Brazil
Brunei Darussalam
Bulgaria
Cambodia
Canada
Cayman Islands
Chile
China
China, Hong Kong Special Administrative Region
Colombia
Costa Rica
Côte d'Ivoire
Croatia
Curaçao
Cyprus
Czechia
Denmark
Dominican Republic
Ecuador
Egypt
El Salvador
Estonia
Faroe Islands
Fiji
Finland
France
Georgia
Germany
Ghana
Gibraltar
Greece
Guadeloupe
Guam
Guatemala
Guyana
Honduras
Hungary

India
Indonesia
Iraq
Ireland
Israel
Italy
Jamaica
Jordan
Kazakhstan
Kenya
Kuwait
Latvia
Lebanon
Luxembourg
Malaysia
Maldives
Malta
Martinique
Mexico
Mongolia
Morocco
Myanmar
Netherlands
New Caledonia
New Zealand
North Macedonia
Norway
Oman
Pakistan
Panama
Paraguay
Peru
Philippines
Poland
Portugal
Puerto Rico
Qatar
Republic of Korea
Réunion
Romania
Russian Federation
Saint Kitts and Nevis
Saudi Arabia
Seychelles
Singapore
Sint Maarten (Dutch part)

Slovenia
South Africa
Spain
Sri Lanka
State of Palestine
Suriname
Sweden
Switzerland
Taiwan, Greater China
Thailand
Timor-Leste
Trinidad and Tobago
Tunisia
Turkey
United Arab Emirates
United Kingdom of Great Britain and Northern Ireland
United States of America
Uruguay
Venezuela (Bolivarian Republic of)
Viet Nam

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

USD

C0.5

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C1. Governance

C1.1

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.

Position of individual(s)	Please explain
Chief Executive Officer (CEO)	Restaurant Brands International's (RBI) sustainability steering committee consists of our Chief Corporate Officer, our Chief Marketing Officers, and our Global Head of Supply Chain who are jointly accountable for the sustainability framework and strategy, which includes measuring the company's global greenhouse gas footprint, setting emissions reduction targets, and executing abatement plans to meet targets. The steering committee reports to our Chief Operating Officer and Chief Executive Officer, who provide oversight. Restaurant Brands International's Board of Directors oversees the management of ESG topics and receives an update twice annually from the sustainability steering committee.
Other C-Suite Officer	Restaurant Brands International's (RBI) sustainability steering committee consists of our Chief Corporate Officer, our Chief Marketing Officers, and our Global Head of Supply Chain who are jointly accountable for the sustainability framework and strategy, which includes measuring the company's global greenhouse gas footprint, setting emissions reduction targets, and executing abatement plans to meet targets. The steering committee reports to our Chief Operating Officer and Chief Executive Officer, who provide oversight. Restaurant Brands International's Board of Directors oversees the management of ESG topics and receives an update twice annually from the sustainability steering committee.

C1.1b

(C1.1b) Provide further details on the board's oversight of climate-related issues.

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Please explain
Scheduled – some meetings	<ul style="list-style-type: none"> Reviewing and guiding strategy Reviewing and guiding major plans of action Reviewing and guiding risk management policies Reviewing and guiding business plans 	Restaurant Brands International's (RBI) sustainability steering committee consists of our Chief Corporate Officer, our Chief Marketing Officers, and our Global Head of Supply Chain who are jointly accountable for the sustainability framework and strategy, which includes measuring the company's global greenhouse gas footprint, setting emissions reduction targets, and executing abatement plans to meet targets. The steering committee reports to our Chief Operating Officer and Chief Executive Officer, who provide oversight. Restaurant Brands International's Board of

	Monitoring and overseeing progress against goals and targets for addressing climate-related issues	Directors oversees the management of ESG topics and receives an update twice annually from the sustainability steering committee.
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C1.2

(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.

Name of the position(s) and/or committee(s)	Responsibility	Frequency of reporting to the board on climate-related issues
Other C-Suite Officer, please specify Chief Corporate Officer (CCO)	Both assessing and managing climate-related risks and opportunities	More frequently than quarterly

C1.2a

(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-related issues are monitored (do not include the names of individuals).

Restaurant Brands International's (RBI) sustainability steering committee consists of our Chief Corporate Officer, our Chief Marketing Officers, and our Global Head of Supply Chain who are jointly accountable for the sustainability framework and strategy which includes measuring the company's global greenhouse gas footprint, setting emissions reduction targets, and executing abatement plans to meet targets. The steering committee reports to our Chief Operating Officer and Chief Executive Officer, who provide oversight. Restaurant Brands International's Board of Directors oversees the management of ESG topics and receives an update twice annually from the sustainability steering committee.

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

The importance of sustainability at Restaurant Brands International is also reflected in metrics linked to annual employee performance incentives across our business, including individuals

across each brand, supply chain, nutrition, quality assurance, and marketing and communications.

C1.3

(C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	The importance of sustainability at Restaurant Brands International is reflected in metrics linked to annual employee performance incentives across our business, including individuals across each brand, supply chain, nutrition, quality assurance, and marketing and communications.

C1.3a

(C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Other, please specify Chief Corporate Officer	Monetary reward	Other (please specify) Global emissions measurement	The importance of sustainability at Restaurant Brands International is reflected in metrics linked to annual employee performance incentives across our business, including individuals across each brand, supply chain, nutrition, quality assurance, and marketing and communications.
Procurement manager	Monetary reward	Other (please specify) Global emissions measurement	The importance of sustainability at Restaurant Brands International is reflected in metrics linked to annual employee performance incentives across our business, including individuals across each brand, supply chain, nutrition, quality assurance, and marketing and communications
Environment/Sustainability manager	Monetary reward	Other (please specify) Global emissions measurement	The importance of sustainability at Restaurant Brands International is reflected in metrics linked to annual employee performance incentives across our business, including individuals across each brand, supply chain,

			nutrition, quality assurance, and marketing and communications
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C2. Risks and opportunities

C2.1

(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?

Yes

C2.1a

(C2.1a) How does your organization define short-, medium- and long-term time horizons?

	From (years)	To (years)	Comment
Short-term	1	2	
Medium-term	2	5	
Long-term	5		

C2.1b

(C2.1b) How does your organization define substantive financial or strategic impact on your business?

We undertake an Enterprise Risk Management assessment to identify substantive financial or strategic risks and mitigation strategies.

C2.2

(C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

Value chain stage(s) covered

Direct operations
Upstream

Risk management process

Integrated into multi-disciplinary company-wide risk management process

Frequency of assessment

More than once a year

Time horizon(s) covered

Short-term
Medium-term
Long-term

Description of process

Our company-wide Enterprise Risk Management assessment comprehensively evaluates risks to the business including those related to sustainability and climate change. The assessment captures input from internal subject matter experts as well as RBI leadership and is reviewed by RBI management semi-annually. The RBI Board’s Audit Committee also has oversight over the ERM assessment and reviews sustainability-related risks and mitigation approach at least annually.

One relevant risk is supply chain risk, for which there are additional processes to identify, assess, and respond to risk. Our procurement risk assessment evaluates risk level based on business exposure and supply complexity. Contingency plans are developed to focus on dual sourcing in areas with elevated risk, ensuring we are comfortable with the future outlooks of supply. Where acute risks such as wildfires, flooding or extreme storms are present, suppliers are expected to shift supply as needed. To manage chronic risks such as temperature patterns, drought and precipitation patterns, these risks are usually captured in pricing expectations therefore shifting to more competitive areas is expected as needed. We are assessing TCFD reporting to provide additional climate-related disclosures as we develop our climate action strategy.

C2.2a

(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Assessed regularly by our Government Affairs, Sustainability, and Supply Chain teams
Emerging regulation	Relevant, always included	Assessed regularly by our Government Affairs, Sustainability, and Supply Chain teams
Technology	Not evaluated	Not a regular focus for risk management approach for climate, but technology solutions are evaluated and pursued in both restaurant sustainability and supply chain sustainability programs.
Legal	Relevant, always included	Legal compliance assessed regularly across local laws.

Market	Relevant, always included	We regularly assess fluctuations in commodity markets in partnership with suppliers across different geographies. In addition, our Guest Insights and Culinary Innovation teams regularly review consumer research to understand changing consumer preferences related to our menu and product offerings, which may be driven by environmental considerations.
Reputation	Relevant, always included	Climate action is a focus area of our sustainability framework, developed to address expectations of guests and other external stakeholders. Risk to reputation as it relates to sustainability is regularly evaluated as part of our reviews of guest insights and external stakeholder inquiries.
Acute physical	Relevant, always included	The impact of specific events with acute physical risk (eg. hurricanes or other natural disasters) are included in our procurement risk assessment approach in partnership with suppliers across different geographies.
Chronic physical	Relevant, always included	The impact of chronic physical risks (eg. Changes in temperature or water access) are included in our procurement risk assessment approach in partnership with suppliers across different geographies.

C2.3

(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.3a

(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Risk 1

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Emerging regulation

Mandates on and regulation of existing products and services

Primary potential financial impact

Increased direct costs

Company-specific description

Increased focus by U.S., Canadian and international governmental authorities on environmental matters is likely to lead to new governmental initiatives, particularly in the area of climate change, and related regulation related to packaging and waste, supply chain due diligence or emissions reduction. If we are unable to effectively manage the risks associated with our complex regulatory environment, it could have a material adverse effect on our business and financial condition.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Quantitative financial analysis of climate-related risk not yet conducted.

Cost of response to risk

Description of response and explanation of cost calculation

Comment

We assess risks as reasonably mitigated today.

Identifier

Risk 2

Where in the value chain does the risk driver occur?

Upstream

Risk type & Primary climate-related risk driver

Market

Increased cost of raw materials

Primary potential financial impact

Company-specific description

2. We, our franchisees and our supply chain are subject to risks and potential increased costs of raw materials arising from the effects of climate change. The markets for beef and chicken are subject to significant price fluctuations due to seasonal shifts, climate conditions, the cost of grain, disease, industry demand, international commodity markets, food safety concerns, product recalls, government regulation and other factors, all of which are beyond our control and, in many instances unpredictable. Such increases in commodity costs may materially and adversely affect our business and operating results.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Quantitative financial analysis of climate-related risk not yet conducted.

Cost of response to risk

Description of response and explanation of cost calculation

Comment

We assess risks as reasonably mitigated today.

Identifier

Risk 3

Where in the value chain does the risk driver occur?

Downstream

Risk type & Primary climate-related risk driver

Market

Changing customer behavior

Primary potential financial impact

Decreased revenues due to reduced demand for products and services

Company-specific description

Increased public focus on climate change and other environmental sustainability matters, such as packaging and waste, animal health and welfare, deforestation and land use may lead to a change in consumer preferences, for example shifting to plant based diets and away from animal proteins. If we are unable to effectively manage the risks associated with changing consumer preferences, it could have a material adverse effect on our business and financial condition.

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Quantitative financial analysis of climate-related risk not yet conducted.

Cost of response to risk

Description of response and explanation of cost calculation

Comment

We assess risks as reasonably mitigated today.

C2.4

(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?

Yes

C2.4a

(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.

Identifier

Opp1

Where in the value chain does the opportunity occur?

Direct operations

Opportunity type

Energy source

Primary climate-related opportunity driver

Use of lower-emission sources of energy

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Transitioning owned vehicle fleet and transport trucks used in distribution system to electric vehicles is expected to reduce operating costs over time

Time horizon

Long-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Quantitative financial analysis not yet conducted for climate-related opportunities.

Cost to realize opportunity

Strategy to realize opportunity and explanation of cost calculation

Comment

We are working towards taking advantage of these opportunities within our climate adaptation strategies.

Identifier

Opp2

Where in the value chain does the opportunity occur?

Downstream

Opportunity type

Products and services

Primary climate-related opportunity driver

Development of new products or services through R&D and innovation

Primary potential financial impact

Increased revenues resulting from increased demand for products and services

Company-specific description

Menu opportunities with new plant-based protein offerings catering to guests seeking alternatives for dairy,

Time horizon

Medium-term

Likelihood

More likely than not

Magnitude of impact

Medium-low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Quantitative financial analysis not yet conducted for climate-related opportunities.

Cost to realize opportunity

Strategy to realize opportunity and explanation of cost calculation

Comment

We are working towards taking advantage of these opportunities within our climate adaptation strategies.

Identifier

Opp3

Where in the value chain does the opportunity occur?

Upstream

Opportunity type

Resilience

Primary climate-related opportunity driver

Participation in renewable energy programs and adoption of energy-efficiency measures

Primary potential financial impact

Reduced indirect (operating) costs

Company-specific description

Widely implementing building standards including energy efficiency initiatives and equipment and in franchisee restaurants is expected to reduce operating costs over time

Time horizon

Long-term

Likelihood

Likely

Magnitude of impact

Low

Are you able to provide a potential financial impact figure?

No, we do not have this figure

Potential financial impact figure (currency)

Potential financial impact figure – minimum (currency)

Potential financial impact figure – maximum (currency)

Explanation of financial impact figure

Quantitative financial analysis not yet conducted for climate-related opportunities.

Cost to realize opportunity

Strategy to realize opportunity and explanation of cost calculation

Comment

We are working towards taking advantage of these opportunities within our climate adaptation strategies.

C3. Business Strategy

C3.1

(C3.1) Have climate-related risks and opportunities influenced your organization’s strategy and/or financial planning?

Yes, and we have developed a low-carbon transition plan

C3.1a

(C3.1a) Is your organization’s low-carbon transition plan a scheduled resolution item at Annual General Meetings (AGMs)?

	Is your low-carbon transition plan a scheduled resolution item at AGMs?	Comment
Row 1	No, and we do not intend it to become a scheduled resolution item within the next two years	Oversight of climate initiatives, risks, opportunities, and related business plans take place at the board level.

C3.2

(C3.2) Does your organization use climate-related scenario analysis to inform its strategy?

No, but we anticipate using qualitative and/or quantitative analysis in the next two years

C3.2b

(C3.2b) Why does your organization not use climate-related scenario analysis to inform its strategy?

At RBI, we measured our greenhouse gas footprint globally across Scope 1, 2, and 3 for the first time in 2020 (using 2019 data) as a first step towards taking robust climate action and sharing climate-related financial disclosures. Conducting climate-related scenario analysis will be the next step to inform our strategy as we work towards aligning disclosures to the TCFD guidelines. RBI did not previously use climate-related scenario analysis to inform its strategy planning as we were still in the process of discussing resource allocation for planning and implementation of climate-informed strategy. Additionally, we had been in the process of educating and engaging our stakeholders on the importance of this task before commencement.

This analysis may include identifying key geographies and scenarios in RBI's owned operations and supply chain, identifying risk parameters including locations, timing, and materials, and developing two scenarios for analysis - "business as usual" and "low carbon scenario". It may then identify climate related risks and opportunities across key geographies and identify an action plan as an outcome. Our plan includes hiring third party TCFD and climate action experts for forming these scenario-based assessments of risk and opportunities, and risk management/mitigation paths. We plan to include climate scenario analyses and projections from public sources, such as data from the International Energy Agency and European Environmental Agency and other NGOs, as well as private sources.

C3.3

(C3.3) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	RBI pursued the development of plant based burgers. Given the possibility for beef production to be more emissive than that of plant-based sources, plant-based protein substitutes that give consumers the opportunity to opt for a burger with less emissions associated with its sourcing can be part of a low-carbon transition plan, such as with the Impossible Whopper sandwich offered by Burger King US, when compared to the classic Whopper sandwich in the same market.

Supply chain and/or value chain	Yes	With consideration to mitigating the risks associated with climate change, RBI is committed to doing our part by reducing company-related emissions. Initiatives in the supply chain include a commitment to eliminate deforestation from key commodities in our supply chain by 2030 or earlier, towards which we have been increasing the sourcing of RSPO certified palm oil, and working towards requiring suppliers for all brands to source approved fiber-based packaging from certified or recycled sources, globally. RBI is also beginning to explore opportunities to incorporate regenerative farming practices into our supply chain to contribute to carbon sequestration.
Investment in R&D	Yes	With consideration to mitigating the risks associated with climate change, RBI is committed to doing our part by reducing company-related emissions. The Burger King brand has supported scientific efforts to research the ability of feed additives to reduce cattle-based methane emissions, and is exploring how the use of feed additives could eventually be scaled up in the supply chain.
Operations	Yes	As part of RBI's GHG emission abatement strategy, we will work towards transitioning our 100% owned vehicle fleet and at least 72% of transport trucks used in our distribution system to electric vehicles, which is expected to reduce operating costs over time. We will also work towards widely implementing building standards including energy efficiency initiatives and equipment in franchised restaurants, which could be expected to reduce franchisee operating costs over time.

C3.4

(C3.4) Describe where and how climate-related risks and opportunities have influenced your financial planning.

	Financial planning elements that have been influenced	Description of influence
Row 1	Indirect costs Capital expenditures	The following impacts on indirect costs are being considered in mid-term and long-term financial planning: 1) Transitioning owned vehicle fleet and transport trucks used in distribution system to electric vehicles, expected to reduce operating costs over time 2) Widely implementing building standards including energy efficiency initiatives and equipment in franchisee restaurants, expected to reduce operating costs over time

C3.4a

(C3.4a) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).

C4. Targets and performance

C4.1

(C4.1) Did you have an emissions target that was active in the reporting year?

Both absolute and intensity targets

C4.1a

(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.

Target reference number

Abs 1

Year target was set

2021

Target coverage

Company-wide

Scope(s) (or Scope 3 category)

Scope 1+2 (market-based)

Base year

2019

Covered emissions in base year (metric tons CO₂e)

65,473

Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)

100

Target year

2030

Targeted reduction from base year (%)

50

Covered emissions in target year (metric tons CO2e) [auto-calculated]

32,736.5

Covered emissions in reporting year (metric tons CO2e)

71,746

% of target achieved [auto-calculated]

-19.1620973531

Target status in reporting year

New

Is this a science-based target?

Yes, and this target has been approved by the Science-Based Targets initiative

Target ambition

1.5°C aligned

Please explain (including target coverage)

Our SBTi target is an absolute contraction of emissions associated with our Scopes 1 and 2 (Market) footprint by 50%. This target encompasses 100% of emissions in our Scopes 1 and 2 footprint. Scopes 1 and 2 emissions are higher this year than last year, as it may take a few years to implement changes that will result in emissions reductions in the coming years before the target.

C4.1b

(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).

Target reference number

Int 1

Year target was set

2021

Target coverage

Product level

Scope(s) (or Scope 3 category)

Scope 3: Purchased goods & services

Intensity metric

Metric tons CO2e per metric ton of product

Base year

2019

Intensity figure in base year (metric tons CO2e per unit of activity)

4,825,551

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

76

Target year

2030

Targeted reduction from base year (%)

50

Intensity figure in target year (metric tons CO₂e per unit of activity) [auto-calculated]

2,412,775.5

% change anticipated in absolute Scope 1+2 emissions

% change anticipated in absolute Scope 3 emissions

-8

Intensity figure in reporting year (metric tons CO₂e per unit of activity)

% of target achieved [auto-calculated]

Target status in reporting year

New

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

1.5°C aligned

Please explain (including target coverage)

Emissions per metric ton of food served. Food comprises 76% of the Purchased Goods and Services category, and that 76% is covered in our target. The remaining 24% is comprised of packaging and other non-food materials, and are excluded from this target.

Target reference number

Int 2

Year target was set

2021

Target coverage

Site/facility

Scope(s) (or Scope 3 category)

Scope 3: Franchises

Intensity metric

Other, please specify
per Franchise

Base year

2019

Intensity figure in base year (metric tons CO2e per unit of activity)

27,086

% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure

100

Target year

2030

Targeted reduction from base year (%)

50

Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]

13,543

% change anticipated in absolute Scope 1+2 emissions

% change anticipated in absolute Scope 3 emissions

-19

Intensity figure in reporting year (metric tons CO2e per unit of activity)

27,086

% of target achieved [auto-calculated]

0

Target status in reporting year

New

Is this a science-based target?

Yes, and this target has been approved by the Science Based Targets initiative

Target ambition

1.5°C aligned

Please explain (including target coverage)

Emissions per Franchise store. This target covers 100% of emissions in the Franchises category.

C4.2

(C4.2) Did you have any other climate-related targets that were active in the reporting year?

No other climate-related targets

C4.3

(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

No

C4.3d

(C4.3d) Why did you not have any emissions reduction initiatives active during the reporting year?

In 2020, RBI measured global company-wide greenhouse gas emissions for the first time, and began developing and refining an emissions abatement strategy.

While we are still working to develop the potential emissions impact and costs of implementation at scale, a number of projects were initiated with the intention of ultimately leading to reduced emissions over time.

Burger King and Cargill teamed up with the WWF and local ranchers to launch a grasslands restoration program that aims to convert nearly 8,000 acres of marginal cropland throughout Montana and South Dakota to ecologically diverse grasslands with beef cattle as the primary grazers in the ecosystem to maintain it.

Burger King also supported scientific efforts to reduce cattle-based methane emissions by adding lemongrass to their diet, and widely communicating the initial findings to support further research, exploration, and adoption of methane-reducing feed additives across the industry.

C4.5

(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?

No

C5. Emissions methodology

C5.1

(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).

Scope 1

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO₂e)

42,910

Comment

Scope 2 (location-based)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO₂e)

17,891

Comment

Scope 2 (market-based)

Base year start

January 1, 2019

Base year end

December 31, 2019

Base year emissions (metric tons CO₂e)

22,563

Comment

C5.2

(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

C6. Emissions data

C6.1

(C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO₂e?

Reporting year

Gross global Scope 1 emissions (metric tons CO₂e)

46,544

Comment

C6.2

(C6.2) Describe your organization's approach to reporting Scope 2 emissions.

Row 1

Scope 2, location-based

We are reporting a Scope 2, location-based figure

Scope 2, market-based

We are reporting a Scope 2, market-based figure

Comment

C6.3

(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO₂e?

Reporting year

Scope 2, location-based

20,018

Scope 2, market-based (if applicable)

25,160

Comment

C6.4

(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?

Yes

C6.4a

(C6.4a) Provide details of the sources of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure.

Source

Emissions associated with diesel purchased for back-up generators at Distribution Centers.

Relevance of Scope 1 emissions from this source

Emissions are not relevant

Relevance of location-based Scope 2 emissions from this source

No emissions excluded

Relevance of market-based Scope 2 emissions from this source (if applicable)

No emissions excluded

Explain why this source is excluded

Calculations of emissions from diesel associated with generators was found to be de minimis (approx. 0% of Scope 1 emissions)

C6.5

(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

21,009,836

Emissions calculation methodology

Purchased goods & services emissions were calculated in 2019 using procurement data from suppliers. This data was refreshed in 2020 by collecting a new sample of procurement data (product, weight, and origins) from a sample of suppliers, and updating the corresponding parts of the company's footprint. procurement emissions estimate. Spend and weight – based emission factors for each product from each origin country, such that regional differences in emission production would be captured. This data collection and sample update methodology may change in upcoming years as the company continues to refine its data collection process in the context of its large and complex supply chain.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Capital goods

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

20,620

Emissions calculation methodology

Spend on capital goods was used with spend-based emission factors from DEFRA for restaurant renovations, construction, warehouse equipment, trucks and trailers, and IT spend.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Fuel-and-energy-related activities (not included in Scope 1 or 2)

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

3,929

Emissions calculation methodology

This category takes fuel and electricity use data from the Scope 1 & 2 footprint to calculate the well to tank (WTT) emissions associated with fuel and electricity use. This includes electricity and fuel use from corporate restaurants, offices, and distribution and manufacturing centers.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Upstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

449,803

Emissions calculation methodology

The category includes emissions associated with transportation & distribution paid for by RBI. This includes data from third party service providers that are US and Canada-based. This data has been scaled up to account for other regions. Emissions associated with warehousing have also been calculated.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Waste generated in operations

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

176,421

Emissions calculation methodology

This category includes data and emissions from waste (solid and water) generated at RBI facilities and restaurants (corporate and franchise), including offices, manufacturing, and distribution centers. Based on data availability, waste types (solid, compost, water) and disposal methods (diverted, not diverted, composted) are taken into account, however if not, it is assumed all waste is not diverted.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Business travel

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

1,983

Emissions calculation methodology

This includes business air and ground travel, as well as hotel stays. Air travel miles (fuel & distance based emission factors), business days of rental car usage (emission factors per rental day), hotel-night by region-based emission factors.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Employee commuting

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

30

Emissions calculation methodology

FTEs counts by locations & their modes of transportation, transportation mode-based emission factors.

Data and emissions calculations for RBI employee commuting. This includes employees from all of RBI's offices, distribution and manufacturing centers, and owned-restaurants. RBI-based commuter data was used.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Upstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

RBI does not lease any sites that fall into this category. Leased assets are covered by the "Franchises" category.

Downstream transportation and distribution

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

189,537

Emissions calculation methodology

Number of deliveries, assumed miles per delivery, vehicle-based emission factors. The category includes emissions associated with transportation & distribution not paid for by RBI. This includes deliveries paid for by RBI's customers from all restaurants (corporate and franchise).

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Processing of sold products

Evaluation status

Not relevant, explanation provided

Please explain

RBI's sold products are food, and does not have its food products processed by Franchises or any other third-party, so this category is not applicable.

Use of sold products

Evaluation status

Not relevant, explanation provided

Please explain

RBI's sold products are the food produced by its Franchises, and there are no emissions associated with the consumption of its food, so this category is not applicable.

End of life treatment of sold products

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

238,231

Emissions calculation methodology

Product name, weight per unit, number of units, total product weight, weight-based DEFRA emission factors. This category includes data and emissions from food and

packaging waste generated outside of RBI restaurants, including only the waste for those food and packaging products that RBI takes ownership of and sells. The vast majority of food and packaging products are sourced directly by franchisees and therefore end of life for these products is not included in this category. RBI spend & weights data.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

Downstream leased assets

Evaluation status

Not relevant, explanation provided

Please explain

RBI does not lease out any space other than what it does to its franchises, for which associated emissions are calculated in the “Franchises” category.

Franchises

Evaluation status

Relevant, calculated

Metric tonnes CO₂e

4,283,788

Emissions calculation methodology

Store counts, appliance counts, application/appliance-based emission factors (IPCC) were used.

Percentage of emissions calculated using data obtained from suppliers or value chain partners

Please explain

This category includes the Scope 1 & 2 emissions of RBI's franchises. It covers emissions associated with electricity use, mobile and stationary fuel combustion, and refrigeration emissions of franchises.

Investments

Evaluation status

Not relevant, explanation provided

Please explain

RBI does not hold any investments that contribute to its greenhouse gas footprint.

Other (upstream)

Evaluation status

Not evaluated

Please explain

There are no other upstream sources of emissions for RBI to be reported.

Other (downstream)

Evaluation status

Not evaluated

Please explain

There are no other downstream sources of emissions for RBI to be reported

C6.7

(C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

C6.10

(C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO₂e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Intensity figure

0.0000144416

Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO₂e)

71,746

Metric denominator

unit total revenue

Metric denominator: Unit total

4,968,000,000

Scope 2 figure used

Market-based

% change from previous year

10

Direction of change

Increased

Reason for change

Emissions this year increased due to the addition of new distribution centers.

C7. Emissions breakdowns

C7.1

(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?

No

C7.2

(C7.2) Break down your total gross global Scope 1 emissions by country/region.

Country/Region	Scope 1 emissions (metric tons CO2e)
North America	46,040
Eastern Europe, Middle East, and Africa (EEMEA)	354
Asia Pacific (or JAPA)	150
Latin America and Caribbean (LAC)	0

C7.3

(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.

By business division

C7.3a

(C7.3a) Break down your total gross global Scope 1 emissions by business division.

Business division	Scope 1 emissions (metric ton CO2e)
Office	1,781
Company Vehicles	6,069
Distribution Center	26,897
Manufacturing	4,647
Restaurant	7,191

C7.5

(C7.5) Break down your total gross global Scope 2 emissions by country/region.

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
North America	19,941	25,081	994.6	
Eastern Europe, Middle East, and Africa (EEMEA)	11	13	2,345.21	
Asia Pacific (or JAPA)	66	66	126,147.73	

C7.6

(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

By business division

C7.6a

(C7.6a) Break down your total gross global Scope 2 emissions by business division.

Business division	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Distribution Center	4,010.237	4,010.237
Manufacturing	353.192	248.83
Office	1,358.233	1,467.885
Restaurant	14,296.324	19,433.343

C7.9

(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Increased

C7.9a

(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption				
Other emissions reduction activities				
Divestment				
Acquisitions				
Mergers				
Change in output	6,273	Increased	10	In the past year, our company opened up two new Distribution centers, which led to an increase in scope 1 and 2 emissions associated with Distribution Centers. Additionally, there was an increase in company vehicles usage which led to an increase in our footprint of company owned vehicles.
Change in methodology				
Change in boundary				
Change in physical operating conditions				
Unidentified				
Other				

C7.9b

(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Market-based

C8. Energy

C8.1

(C8.1) What percentage of your total operational spend in the reporting year was on energy?

C8.2

(C8.2) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	No

C8.2a

(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	HHV (higher heating value)	0	63,892	63,892
Consumption of purchased or acquired electricity		0	65,596	65,596
Total energy consumption		0	129,488	129,488

C8.2b

(C8.2b) Select the applications of your organization's consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	Yes
Consumption of fuel for the generation of steam	Yes
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

C8.2c

(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Fuels (excluding feedstocks)

Natural Gas

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

62,782.53

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

Emission factor

53.11

Unit

kg CO2e per million Btu

Emissions factor source

EPA: Emission factors, March 2018.

Comment

Fuels (excluding feedstocks)

Diesel

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

488.4

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

Emission factor

10.24

Unit

kg CO2e per gallon

Emissions factor source

EPA: Emission factors, March 2018.

Comment

Fuels (excluding feedstocks)

Propane Liquid

Heating value

Unable to confirm heating value

Total fuel MWh consumed by the organization

620.89

MWh fuel consumed for self-generation of heat

MWh fuel consumed for self-generation of steam

Emission factor

5.74

Unit

kg CO₂e per gallon

Emissions factor source

EPA: Emission factors, March 2018.

Comment

C8.2e

(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.

Sourcing method

None (no purchases of low-carbon electricity, heat, steam or cooling)

Low-carbon technology type

Country/area of consumption of low-carbon electricity, heat, steam or cooling

MWh consumed accounted for at a zero emission factor

Comment

C9. Additional metrics

C9.1

(C9.1) Provide any additional climate-related metrics relevant to your business.

C10. Verification

C10.1

(C10.1) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	No third-party verification or assurance
Scope 2 (location-based or market-based)	No third-party verification or assurance
Scope 3	No third-party verification or assurance

C10.2

(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?

No, but we are actively considering verifying within the next two years

C11. Carbon pricing

C11.1

(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Yes

C11.1a

(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.

BC carbon tax

Canada federal fuel charge

C11.1c

(C11.1c) Complete the following table for each of the tax systems you are regulated by.

BC carbon tax

Period start date

January 1, 2020

Period end date

December 31, 2020

% of total Scope 1 emissions covered by tax

0.35

Total cost of tax paid

6,426

Comment

Disclosure of applicable tax systems, % emissions and tax paid may not be exhaustive due to accessibility of data. Disclosure is based on natural gas use for operations in BC (Langley Distribution Center), and excludes taxes on diesel fuel for company owned and operated vehicles.

Canada federal fuel charge

Period start date

January 1, 2020

Period end date

December 31, 2020

% of total Scope 1 emissions covered by tax

8.69

Total cost of tax paid

113,601

Comment

Disclosure of applicable tax systems, % emissions and tax paid may not be exhaustive due to accessibility of data. Disclosure is based on natural gas use for operations in Canada (Calgary, Ancaster, Guelph, Kingston distribution centers, and Fruition facility), and excludes the Canadian corporate office, as well as taxes on diesel fuel for company owned and operated vehicles.

C11.1d

(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?

RBI monitors regulatory compliance requirements through a combination of business functions, including government relations, tax, and legal, together with guidance from suppliers and providers of energy for owned operations. Carbon tax spend is broken out as a line item on energy billing and built into forecast budgets for future years where applicable.

C11.2

(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?

No

C11.3

(C11.3) Does your organization use an internal price on carbon?

No, and we do not currently anticipate doing so in the next two years

C12. Engagement

C12.1

(C12.1) Do you engage with your value chain on climate-related issues?

Yes, our suppliers

C12.1a

(C12.1a) Provide details of your climate-related supplier engagement strategy.

Type of engagement

Information collection (understanding supplier behavior)

Details of engagement

Collect climate change and carbon information at least annually from suppliers

% of suppliers by number

95

% total procurement spend (direct and indirect)

99

% of supplier-related Scope 3 emissions as reported in C6.5

99

Rationale for the coverage of your engagement

Aim to measure comprehensive global carbon footprint

Impact of engagement, including measures of success

RBI plans to collect supplier specific data in order to plan its future engagements with suppliers. Within the coming years, RBI hopes to increase its partnership with low-footprint suppliers, as well as engage with suppliers on potential ways to decrease their footprints.

Comment

C12.3

(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?

Trade associations

C12.3b

(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?

Yes

C12.3c

(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.

Trade association

Global Roundtable for Sustainable Beef

Is your position on climate change consistent with theirs?

Consistent

Please explain the trade association's position

GRSB aims to globally reduce by 30% the net global warming impact of each unit of beef by 2030, on a pathway to climate neutrality.

In order to support the urgent global ambition of limiting global temperature rises to 1.5 degrees by 2030, GRSB members will implement and incentivise climate smart beef production, processing, and trade, while safeguarding and building upon the carbon stores in soil and landscapes.

How have you influenced, or are you attempting to influence their position?

No position taken on climate change legislation at this time.

Our vision for sustainable beef is based on the GRSB's definition and core principles of sustainable beef, as a: "socially responsible, environmentally sound and economically viable product that prioritizes Planet (relevant principles: Natural Resources, Efficiency and Innovation, People and the Community); People (relevant principles: People and the Community and Food); Animals (relevant principle: Animal Health and Welfare); and Progress (relevant principles: Natural Resources, People and the Community, Animal Health and Welfare, Food, Efficiency and Innovation)."

C12.3f

(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?

Periodic review of company goals compared to goals and strategic planning of relevant industry associations. RBI has not taken a position on climate change legislation at this time.

C12.4

(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).


Publication

In voluntary sustainability report

Status

Complete

Attach the document

 RBI-RB4G-2021-ENGLISH.pdf

Page/Section reference

Pages 8 and 9

Content elements

Emissions figures

Comment

C15. Signoff

C-FI

(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.

n/a

C15.1

(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.

	Job title	Corresponding job category
Row 1	Chief Corporate Officer	Other C-Suite Officer

Submit your response

In which language are you submitting your response?

English

Please confirm how your response should be handled by CDP

	I am submitting to	Public or Non-Public Submission
I am submitting my response	Investors	Public

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I have read and accept the applicable Terms