



COMMITMENT TO OUR TEAM MEMBERS



OUR BIG DREAM

At RBI, our big dream is to build the most loved restaurant brands in the world, and we know that the people who work in our restaurants are critical to bringing that dream to life. Our restaurant Team Members are the face of our brands, working to deliver exceptional guest experiences each and every day. To support them in this important role, we strive to create a workplace environment where employees love coming to work each day; a place that is committed, without exception, to inclusion, respect, accountability and “doing what’s right”. Our commitment to our Team Members as outlined in this document, though not exhaustive, forms the common foundation of our workplace policies that are upheld in our restaurants around the world.

COMMITMENT SCOPE

This document applies to all employees of Company-owned Burger King®, Tim Hortons®, and Popeyes® restaurants globally. Our Code of Ethics and Business Conduct for Non-Restaurant Employees, available at www.rbi.com, applies to all other Company employees. While this document does not apply to Burger King®, Tim Hortons®, and Popeyes® restaurants owned and operated by franchisees or to the employees employed at those franchised restaurants, our franchisees are legally and contractually required to comply with all applicable laws in their jurisdictions where they operate, and in the spirit of the values that our brands represent, we encourage them to adopt policies and to operate their businesses in a manner that is consistent with the commitments set out in this document.

UNDERSTANDING THIS COMMITMENT

When we refer to “RBI” or the “Company” in this document, or we say “us” or “we”, we are referring to Restaurant Brands International Inc. and its affiliates and subsidiaries. When we refer to “our restaurants”, we mean the Burger King®, Tim Hortons® and Popeyes® restaurants around the world that are owned and operated by us. When we refer to our “Team Members”, we mean the employees who work in the Burger King®, Tim Hortons® and Popeyes® restaurants that we own and operate.

OUR COMMITMENT TO HUMAN RIGHTS

At RBI, we are committed, very simply, to fundamental human rights for all – from our guests and franchisees to the many dedicated and hard-working people who work in Burger King®, Tim Hortons® and Popeyes® restaurants around the world and our corporate employees who support them. We honour this commitment by conducting business in a manner that respects human rights. We are guided by the principles set out in the United Nations Universal Declaration of Human Rights and the International Labour Organization’s Declaration on Fundamental Principles and Rights at Work, and in the laws and policies of the authorities that prescribe standards for human rights in the jurisdictions where we operate.

PAY AND BENEFITS

We are proud to offer wage rates for our Team Members that are competitive within the labour markets where we operate. Team Members are paid for all hours worked, including time spent in training and in team meetings, and we meet or exceed all local laws governing pay, including overtime, holiday and vacation pay.

We are also committed to paying our Team Members accurately and on a timely basis. Each of our restaurants establishes a regular pay cycle, and we take all reasonable steps to ensure that Team Members receive the correct amount of pay on each scheduled payday. In the unlikely event that a pay discrepancy occurs, we encourage our Team Members to bring the discrepancy to our attention and we take swift action to correct it.

While benefit offerings and eligibility differ across our brands and geographies, we strive to provide our Team Members with benefits that suit their needs and circumstances, and in all cases, we meet or exceed all applicable legal requirements related to benefit coverage. Whenever we can, we also look for the opportunity to offer perks that enhance our Team Members' employment experience, ranging from discounted meals to scholarship opportunities.

HOURS, SCHEDULING AND TIME OFF

Our Team Members are parents, grandparents, students and everything in between. Some of our Team Members may be in school or have parental responsibilities, and we recognize that our Team Members have hobbies and passions outside of work. That's why we are committed to posting work schedules well in advance of each work week, and we strive to offer flexibility in shift scheduling while still meeting our Guests' needs.

When setting our shift schedules, we take into account all legal requirements related to hours of work and rest periods, and while on shift, Team Members receive, at minimum, all paid and unpaid break periods to which they are entitled under applicable law.

We also appreciate that Team Members may require extended periods away from work from time to time. That's why we provide Team Members with vacation time and vacation pay at least equal to their legal entitlements; require that Team Members stay home from work when they are sick; and provide Team Members with all leaves of absence to which they are entitled under applicable law, without fear of being disciplined or retaliated against for having requested or taken the leave.

LEARNING AND DEVELOPMENT

For those who seek to develop their careers with our brands, the training and experience they gain in the restaurant will help provide them with the skills to succeed in their current roles and grow and progress.

On-the-job training and coaching as well as structured, online learning helps build functional knowledge and skills from day one. Entry-level Team Member training focuses

on brand heritage and values, hospitality, food safety, cleanliness, safety and security, food and beverage preparation, and restaurant operations and service procedures.

With experience, qualified Team Members are supported to progress towards advancement opportunities within the restaurant through additional training. Shift manager and restaurant manager training builds on the skills learned as a Team Member, and focuses on brand standards, managing a safe shift, managing shift operations, profitability, receiving and inventory, and managing the guest experience.

By offering progressive learning and development as well as internal advancement opportunities, we strive to create a workplace that supports qualified Team Members to grow with us, to fulfill their potential and achieve their goals when it comes to their work, whatever those may be.

FREEDOM OF LABOUR AND ASSOCIATION

At RBI, we believe that employment should be freely chosen. It's hard to imagine otherwise but as a global company, it's important that we reinforce our zero-tolerance policy for involuntary labour without exception, which includes slave, forced, bonded, indentured and involuntary prison labour. We do not engage in human trafficking or exploitation, or import goods tainted by slavery or human trafficking. We also comply with local laws regarding our Team Members' rights to freely join and form workers' organizations. We expect the same of our franchisees, vendors and other partners.

YOUNG WORKERS

In many of the jurisdictions where we operate our restaurants, there are laws in place designed to protect young workers. These laws may set minimum age requirements, establish the hours that a young worker may work or restrict the tasks that they may perform. We respect and abide by these laws in all cases and without exception.

HEALTH AND SAFETY

We believe that all Team Members deserve to work in a safe and secure environment, and we take all reasonable steps to protect the health and safety of our Team Members while they are working in our restaurants. Our approach to Team Member health and safety is tailored to meet the specific needs of each workplace, taking into account the following basic principles in all cases:

- › We are committed to providing Team Members with training and instruction necessary to ensure that they are able to perform their tasks safely.
- › We empower Team Members to take responsibility for their and their fellow Team Members' safety and to feel comfortable raising any safety concerns to their restaurant's management team.
- › We establish policies, plans and procedures as required to address workplace safety issues and the means through which they are addressed.
- › We provide personal protective equipment (PPE) for our Team Members to wear or use when completing duties that could be harmful or cause an injury without proper PPE.

- › We appoint and maintain Joint Health and Safety Committees and/or Joint Health and Safety Representatives at those restaurants where required under applicable law.
- › We fully investigate workplace safety incidents and take all corrective steps necessary to prevent future workplace injuries.
- › We have a zero-tolerance policy concerning workplace violence and we take swift and decisive action in response to any threats or acts of violence in our restaurants.

RESPECTFUL WORKPLACE

Our Team Members have the right to a workplace in which they are treated with dignity and respect; a place they look forward to coming to work each day; a place that is free from bias, discrimination, harassment and fear of retaliation.

We take very seriously our obligation to create a work environment that promotes inclusion and respect. Accordingly, we expressly prohibit and do not tolerate any form of discrimination or harassment, whether based on an individual's race, colour, ethnicity, sex, religion, national origin, citizenship, pregnancy, sexual orientation, disability, age, veteran status, gender identity, expression or reassignment, genetic information or any other characteristic protected by law. Our policies apply in any circumstance in which this behaviour is directed at a Team Member, whether by fellow Team Members, supervisors, managers, vendors, guests or anyone else who visits our restaurants or interacts with our team.

Team Members are encouraged to report all incidents of discrimination and harassment in accordance with the process for reporting concerns that is described below. We prohibit retaliation against any individual who, in good faith, reports allegations of discrimination or harassment or who participates in an investigation related to those allegations. We are committed to promptly, thoroughly and impartially investigating all reported allegations of harassment, discrimination and retaliation, and to taking appropriate corrective and/or disciplinary action in circumstances where the allegations are substantiated. We are also committed to maintaining confidentiality throughout the investigatory process to the extent permitted by law and consistent with our need to conduct an adequate investigation, adequately protect our employees and take appropriate corrective action.

Our Non-Discrimination, Anti-Harassment and Equal Employment Policy provides further information about how RBI meets its commitment to providing a respectful workplace, as well as the roles and responsibilities of Team Members. Upon onboarding, all our Team Members employed by the Company are required to understand the policy, and to complete training relating to the prevention of workplace discrimination and harassment within an appropriate time following their start date.

EQUAL OPPORTUNITY

We are committed to a work environment that promotes equal employment opportunities and that not only prohibits discrimination but strives to build a workplace that reflects the diversity of the communities in which we operate. In support of this commitment, our restaurants make employment decisions based on qualifications, performance, skills and

abilities. We do not discriminate in employment opportunities or practices on the basis of race, colour, ethnicity, sex, religion, national origin, citizenship, pregnancy, sexual orientation, disability, age, veteran status, gender identity, expression or reassignment, genetic information or any other characteristic protected by law.

ACCESSIBILITY

We believe that qualified individuals with disabilities should have the same opportunities for employment as those without disabilities, and fully with all laws related to accessibility for individuals with disabilities. Our restaurants do not discriminate against any qualified Team Member or applicant with regard to any terms or conditions of employment because of a disability or perceived disability so long as the Team Member or applicant can perform the essential functions of the job. Consistent with this policy of non-discrimination, we provide reasonable accommodations to qualified Team Members with a disability to the point of undue hardship and we encourage Team Members who require accommodations to speak to a member of their restaurant's management team.

REPORTING CONCERNS

At RBI, we believe that open and honest communication is the key to a successful employment relationship. That's why we promote an "open door" policy in which our Team Members are encouraged to bring forward their concerns, questions and suggestions to their supervisor whenever they arise. Our supervisors are empowered to take the steps necessary to address Team Member concerns (and where appropriate, to escalate them to more senior members of the restaurant management team) and to ensure that our Team Members receive a timely response. Team Members whose concerns are not resolved to their satisfaction following a report to their supervisor are encouraged to report their concerns to progressively higher levels of management within their restaurant's management team, until resolution is achieved.

We appreciate that there may be situations where it is preferable or necessary for a Team Member to report their concerns anonymously and/or in confidence to an individual outside of the restaurant's management team. To accommodate the reporting of concerns in these situations, we maintain an ethics reporting hotline that is hosted by a third-party provider. The hotline is available by phone or online 24 hours a day, 365 days a year, and posters are posted in each of our restaurants with information about how Team Members can reach the hotline. If requested by the Team Member, the information given to the third-party provider will be sent to us by this provider on a totally confidential and anonymous basis.

All concerns reported to our ethics hotline are investigated as appropriate, and we are committed to providing a timely response and resolution for all concerns reported to us. Our regular audit process includes a review by our auditors of the reports received through our ethics hotline, and where appropriate, reports are escalated and reported to our Board of Directors.

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