

Restaurant
Brands
International

The logo for Restaurant Brands International, featuring a small, solid dark brown horizontal bar.

2017 Sustainability Update

Message from our CEO

In 2017, Restaurant Brands International saw another exciting year as one of the largest and fastest-growing quick service restaurant companies in the world. With our size and scope, we understand that we have a responsibility to conduct business in the right way across each of our brands. We also embrace that our global reach gives us opportunities to take action and make a difference, and I'm pleased to be able to share our progress with our 2017 Sustainability Update.

This update covers our year of progress across the five areas of focus we use to measure our sustainability efforts: Food Values, Responsible Sourcing, The Environment, Best People and Communities. While we are proud of what we have accomplished, we remain motivated to further strengthen our sustainable business practices to support the people and planet that allow us to bring our brands to life.

Regards,



Daniel Schwartz

CEO, Restaurant Brands International



**FOOD
VALUES**



**RESPONSIBLE
SOURCING**



**THE
ENVIRONMENT**



**BEST
PEOPLE**



COMMUNITIES

About This Update

The 2017 Restaurant Brands International™ Sustainability Update serves as an overview of how our approach to doing business responsibly has evolved in the past year. Whether it is a notable achievement, a comment on progress, or a commitment to doing better, our 2017 efforts are conveyed across five pillars of sustainability that demonstrate the scope of our performance:



FOOD
VALUES



RESPONSIBLE
SOURCING



THE
ENVIRONMENT



BEST
PEOPLE



COMMUNITIES

Scope

Reporting Period

The content of this update refers to activities between January 1 and December 31, 2017 unless otherwise specified. All references to current activities reflect the state of operations within the company at the time of publication.

Global Scale

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

Brands

This update reflects initiatives and information relating primarily to Burger King® and Tim Hortons®. Popeyes® joined our family of brands in March 2017, and we intend to include the brand in future sustainability reporting. However, Popeyes® is not currently included in the scope of the sustainability strategies, commitments, activities and initiatives described in this report, unless otherwise specifically mentioned.

To learn more about our sustainability approach, including governance, memberships, stakeholders and our Sustainability Process, please visit our website.

Terms

Given the complexities of our business, we have defined common terminology used within our industry and Restaurant Brands International to assist readers in better understanding how we’re making a positive impact.

We/Our	Refers to Restaurant Brands International.
Our Employees	Refers to Restaurant Brands International corporate employees who support the Burger King®, Tim Hortons® and Popeyes® brands in our restaurant support centres, regional offices, distribution centres, manufacturing facilities, field operations and company restaurants.
Guests	Refers to customers who visit Burger King®, Tim Hortons® and Popeyes® restaurants.
Restaurants	Unless otherwise specified, includes both Company and franchised Burger King®, Tim Hortons® and Popeyes® restaurants.
Company Restaurants	Refers to corporately-owned Burger King®, Tim Hortons® and Popeyes® restaurants.
Restaurant Owners	Refers to the franchisees who own and operate Burger King®, Tim Hortons® or Popeyes® restaurants as independent business owners.
Team Members	Refers to employees who work in Burger King®, Tim Hortons® or Popeyes® 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, contractors and other third parties approved to do business with Restaurant Brands International and its brands.
\$ or Dollars	Unless otherwise specified, the currency is reported in US Dollars. Notably, Tim Hortons Community efforts are expressed in Canadian Dollars.
Burger King®	Burger King® is a registered trademark in Canada, the United States and other countries. For a description of the Burger King® brand, see the section below entitled “About Our Brands”.
Tim Hortons®	Tim Hortons® is a registered trademark in Canada, the United States and other countries. For a description of the Tim Hortons® brand, see the section below entitled “About Our Brands”.
Popeyes®	Popeyes® Louisiana Kitchen is a registered trademark in Canada, the United States and other countries. For a description of the Popeyes® brand, see the section below entitled “About Our Brands”.

Other trademarks that appear in this update are the property of their respective owners.

About Restaurant Brands International



Restaurant Brands International Inc.

We are one of the world’s largest quick service restaurant companies with more than \$30 billion in system-wide sales and over 24,000 restaurants in more than 100 countries and United States territories. We own 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.

Restaurant Brands International™ is a trademark of Restaurant Brands International, Inc.

About Our Brands



TIM HORTONS®
Tim Hortons® was founded in 1964 in Hamilton, Ontario. For over 50 years, the chain’s focus on top quality, always fresh product, value, great service and community leadership has allowed it to grow into the largest quick service restaurant chain in Canada. Tim Hortons® specializes in always fresh coffee, baked goods and homestyle lunches.



BURGER KING®
Founded in Miami in 1954, the Burger King® brand is the second largest fast food hamburger chain in the world. Every day, more than 11 million guests visit Burger King® restaurants around the world for high-quality, great-tasting, and affordable food. The original HOME OF THE WHOPPER®, the brand’s commitment to premium ingredients, signature recipes and family-friendly dining experiences is what has defined our brand for more than 60 successful years.



POPEYES®
Founded in New Orleans in 1972, Popeyes® has more than 45 years of history and culinary tradition. Popeyes® distinguishes itself with a unique New Orleans style menu, featuring spicy chicken, chicken tenders, fried shrimp and other regional items. The chain’s passion for its Louisiana heritage and flavorful authentic food has allowed Popeyes® to become one of the world’s largest quick service restaurant chicken concepts.

We are committed to growing our brands by leveraging their respective core values, team member and restaurant owner relationships and long track records of community support. The brands benefit from the global scale and shared best practices that come through common ownership under Restaurant Brands International Inc.



FOOD VALUES

Our restaurants are committed to providing guests with high quality and great-tasting meals, while equipping them with the information to make educated choices that fit their individual lifestyles.

Trust and Quality

Nutrition

Nutrition Information Access

Increasing access to nutrition information allows guests to make informed choices that meet the needs of their individual lifestyles. In 2017, we focused on expanding the presence of this information through our digital platforms:

- Tim Hortons® launched their mobile ordering app in Canada, complete with nutrition information. We understand the importance of providing nutrition information at the point of ordering, and our mobile app allows guests to find the information they need in one convenient location.
- Burger King® improved guest access to nutrition information by enhancing their website's capabilities for meal building. Guests now have the option to build a meal and see the complete nutritional information of their selections.

Nutrition and Children

Offering nutritious menu items for children is an important part of providing healthier options for our guests. In the United States, the Burger King "KING JR™" menu continues to add options such as Welch's® PB&J Jamwich, which are compliant with all Kids LiveWell Program criteria. These meals are also compliant with the Children's Food and Beverage Advertising Initiative, which ensures that meals meet nutritional standards set for calories, saturated fat, sodium and added sugar for all meals marketed to children.

Balanced Menu Options

We understand that our guests are looking for a variety of menu options, and our Research and Development teams continuously explore ways to add great-tasting, balanced menu items that meet the needs of our guests globally. A recent example of our commitment to balanced options was the introduction of Burger King's new Grilled Chicken Sandwich, alongside the launch of their Crispy Chicken Sandwich; both delicious options featuring a whole-breast, 100% white meat chicken fillet.

Food Safety and Quality Assurance

Maintaining high food safety standards in restaurants and across our vendor base is at the core of our business. Vendor audits are conducted each year to ensure that we meet the high standard of safety and quality that defines our brands.

Taste and Choice

Global Brands, Global Choices

Our brands continue to expand globally, and 2017 saw our restaurants introduced in a number of new markets:

- Burger King opened its first locations in Armenia, Belgium, Luxembourg and Saint Kitts and Nevis.
- Tim Hortons opened its first locations in Great Britain, Mexico, Spain and the Philippines.
- Popeyes® opened its first locations in Lebanon, Palestine and South Africa.

We have plans to further expand the global presence of each of our brands. In addition to offering our global guests the classic menu items that define our brands, we also continue to work with our partners to offer new menu choices that reflect local and cultural preferences. Here are a few highlights from regions around the world:

- Our Burger King brand offers the VEGGIE WHOPPER® in India and the Picanha line in Brazil.
- Our Tim Hortons brand offers the Triple Coffee Jelly ICED CAPP™ Supreme in the Philippines, the Brioche Breakfast Sandwich in the UK and the Caprese Panini in Spain.
- Our Popeyes brand offers Spicy Chicken Pilaf and a variety of Chicken Paninis in Turkey.





RESPONSIBLE SOURCING

Our commitment to doing what's right extends beyond our restaurants to our supply chain and the people, land and animals that may be impacted by our business.

Vendor Code

Restaurant Brands International™ is a global citizen. We live and work alongside our constituents, and value their interests as our own. Fundamental respect for all people, and our planet, guides our corporate conscience. Restaurant Brands International is committed to diversity and inclusion, dignity for all workers along our entire supply chain, food safety and animal welfare, sensitivity towards the environment, and a spectrum of civic and charitable priorities that promote our shared future in the communities we serve.

We also believe that our vendors should observe the same philosophy in their actions and relationships affecting Restaurant Brands International. We appreciate that these vendors are independent businesses that manage their operations and their employees in their sole discretion. We also recognize that our vendors may operate in areas of the world where legal and cultural norms differ from ours. Even so, our vendors provide the ingredients in our food, the equipment used to make it and many other critical inputs into our business. That's why our commitment to "doing what's right" simply can't be achieved without the same commitment from them. That's also why Restaurant Brands International has established our Code of Business Ethics and Conduct for Vendors — to set forth the basic requirements that must be met by all vendors.

Compliance with this Code is each vendor's individual responsibility. It is also the responsibility of vendors to ensure that their employees, officers, agents and subcontractors (including sub-assembly factories) comply with this Code. Accordingly, we recommend that vendors regularly communicate this Code and its requirements to all parties who perform work on behalf of the vendor for Restaurant Brands International.

The provisions of this Code are intended only to confirm the basic requirements that must be met by vendors to Restaurant Brands International and does not create third party beneficiary rights of any kind for any third party. The requirements set out in this Code operate in addition to, not in lieu of, obligations set forth in any agreements between a vendor and Restaurant Brands International or its agents.

In addition, vendors are expected to observe the basic principles set forth in our Code of Business Ethics and Conduct for Non-Restaurant Employees, which is designed to ensure compliance by Restaurant Brands International employees with ethical guidelines and applicable laws and regulations. Vendors that have their own code of conduct for employees can meet this requirement through compliance with their own code, provided that it embodies the same philosophy and basic principles as Restaurant Brands International's.

Forest Commitment

Progress

In support of our Forest Commitment, in 2017 we engaged BSR, a global nonprofit business network and consultancy dedicated to sustainability, to conduct a risk assessment of our key commodity supply chains. The assessment conducted included beef, palm oil, soy in poultry feed, coffee and fiber-based packaging, and evaluated the likelihood, severity and scale of potential deforestation and human rights risks in our supply chains.

Building on the assessment results, we worked with BSR to draft commodity-specific goals that expand on our existing forest commitment. In early 2018, BSR completed a round of one-on-one engagement with a select group of our shareholders and expert stakeholders to solicit input and feedback on our goals and overall approach.

To support achievement of our goals, we are undertaking further work to enhance our responsible sourcing strategy and align the procurement processes with our responsible sourcing vision and commitments. As we look to strengthen our approach in managing deforestation risk alongside our goal to eliminate deforestation in our global supply chains, we are closely monitoring developments of leading multi-stakeholder initiatives and organizations and looking to align our approach as appropriate.

Carbon Disclosure Project (CDP) Forests Program

As a founding member of the CDP's Supply Chain — Forests program, we are part of an industry effort to gather information from vendors with respect to how they are managing risks related to deforestation, including cattle products, palm oil, timber products and soy.

During the program's 2017 pilot year, we were one of eight organizations that worked with the CDP to request information from vendors including strategies for measuring and monitoring the use of key forest commodities in order to benchmark disclosure, activities and opportunities related to reducing deforestation.

While the number of responses to the questionnaire was small in this pilot year compared to the well-established Climate Change program, the data revealed some important takeaways, including that approximately three quarters of respondents reported a commitment to reduce or remove deforestation from their supply chains.*

Looking Forward

We look forward to continuing to work collaboratively within our supply chain, through global roundtables and with other organizations to find solutions and move closer toward the elimination of deforestation.

Taking key learnings from our first year, in 2018 we are expanding our participation by reaching out to vendors that collectively represent a minimum of 80% of our system-wide global spend in our priority commodities, including beef, packaging, palm oil and chicken (reflected in subsequent parts of this . We will also explore future collaborative opportunities to address risks related to deforestation with our vendors.

*Source: CDP. (2017). CDP Supply Chain Report 2017/2018 titled "Closing the Gap: Scaling up sustainable supply chains". Accessed February 2018, from <https://www.cdp.net/en/reports/archive> (<http://b8f65cb373b1b7b15feb-c70d8ead6ced550b4d987d7c03fcd1d.r81.cf3.rackcdn.com/cms/reports/documents/000/002/860/original/CDP-2017-forests-report.pdf?1511199969>)

Fiber-Based Packaging

- In Canada and the United States, all Burger King® and Tim Hortons® fiber-based packaging vendors are sourcing board and/or paper from paper mills certified by the Sustainable Forestry Initiative, Forest Stewardship Council, or the Programme for the Endorsement of Forest Certification, ensuring that the fiber-based packaging we use in our restaurants is sourced from certified sustainably-managed forests.
- In Europe, all Burger King and Tim Hortons packaging vendors are chain of custody certified, meeting a Forest Stewardship Council or the Programme for the Endorsement of Forest Certification standard on handling and tracking forest fiber throughout the entire supply chain.

Soy

- In 2018, we will encourage Tier 1 poultry vendors to join the Roundtable for Responsible Soy and engage with them to undertake a soy mapping process in our supply chain.
- Based on the results of the planned soy mapping, we will require high risk vendors to establish a time-bound commitment to purchase soy that does not contribute to deforestation (e.g. certified sustainable soy).

Palm Oil

- In 2017, 100% of palm oil directly sourced by Restaurant Brands International supported the production of Roundtable on Sustainable Palm Oil (RSPO) certified sustainable palm oil. 47% of that palm oil was sourced from RSPO-certified sources; an increase from 34% in 2016.
- In 2018, we will participate in the North American Sustainable Palm Oil Network.
- By 2020, all palm oil directly sourced, as well as palm oil and palm kernel oil used as an ingredient in our branded products, will be from suppliers who can verify sustainable production (according to RSPO NEXT and/or its equivalents) in countries where supply is commercially viable, as well as demonstrate a commitment to respecting human rights and protecting against deforestation and land conversion.



Coffee

Sourcing and Verification

While the process a coffee bean takes from first harvest to last sip can be complex, the Tim Hortons brand is dedicated to strengthening its approach and commitment to ethically sourcing coffee. This includes 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 its coffee is ethically sourced. In 2017, third-party verification of compliance with the Vendor Code was undertaken at the mill level and revealed no major compliance issues, however, areas of improvement are continuously pursued. Additionally, secondary audits were completed by vendors in Central America to further demonstrate compliance related to labour practices, where clarification was needed.

Traceability of coffee back to the mill level is validated by annual audits of the two Tim Hortons® coffee-roasting facilities by the British Retail Consortium Global Standards, an internationally recognized global food safety certification body. As in previous years, both facilities received the highest rating awarded for planned audits, which includes this level of traceability as a requirement.

In 2018, Tim Hortons intends to launch an innovative partnership to benchmark and develop training initiatives related to labour in coffee supply chains.

Collaboration

February 2017 – Guatemala Stakeholder Meeting

Tim Hortons and the Trade Facilitation Office of Canada (TFO) hosted a meeting in Guatemala City in February 2017. The goal of the meeting was to share learnings from their unique public-private partnership, formed to improve the livelihoods of small holder farmers in the coffee-growing communities of Central America, and encourage more collaboration in this area. Representatives from the TFO, Tim Hortons® and their respective in-country implementation agencies, TechnoServe and Hanns R. Neumann Stiftung (HRNS), engaged with representatives across the coffee supply chain, as well as farmer beneficiaries from the project.

September 2017 – Stakeholder Roundtable

In 2017, Tim Hortons collaborated with vendors, partners and the National Coffee Association to leverage knowledge of local coffee authorities in main producing countries, and to discuss the development of regional training initiatives to address important issues such as child labour and social compliance. Efforts included a multi-stakeholder roundtable meeting with participation from authorities, multi-national coffee merchants, recognized third party auditors and HRNS.



Beef

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 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).

In support of beef sustainability, we are engaging beef vendors representing 80% of our supply to support their participation in the Global Roundtable for Sustainable Beef (or a similar initiative) and the integration of GRSB principles/criteria into supplier sustainability programs. Further, by 2020, we will ensure that specific sustainability criteria based on GRSB principles will be developed and implemented to support the supplier selection and management process in our supply chain.

The CRSB Sustainable Beef Framework

The Canadian Roundtable for Sustainable Beef (CRSB), is a not-for-profit, collaborative, multi-stakeholder organization focused on advancing sustainability in the Canadian beef industry. The CRSB is also a member of the GRSB, and its main areas of work include Sustainability Benchmarking, a Certification Framework and Sustainability Projects.

As an active member of the CRSB, we are proud to have contributed to their efforts to advance beef sustainability. In late 2017, the CRSB launched the much-anticipated Certified Sustainable Beef Framework. This framework is the first of its kind in the world and was developed over two years with input from the multi-stakeholder membership of the CRSB. The mission of this voluntary Framework is to drive the advancement and recognition of beef sustainability in Canada through a world class operation-level certification program.

In 2018, we will support the delivery of the Canadian Roundtable for Sustainable Beef’s Certified Sustainable Beef Framework via committee participation.

Animal Welfare

At Restaurant Brands International, 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 support of our [Animal Welfare Approach](#) we are making progress on the following commitments for Tim Hortons and Burger King restaurants:

Laying Hens

We are committed to transitioning to 100% cage-free eggs globally and will accomplish this goal in Canada, Mexico, Latin America and the United States by 2025.

The Burger King brand and its restaurant owners currently serve cage-free shell and liquid eggs* for breakfast in Europe, the Middle East and Africa.

Broiler Chickens

To increase the welfare of broiler chickens, our vision is to make improvements in areas of breed, stocking density and environment in Canada and the United States by 2024. We will work with our vendors, animal welfare experts and others in our industry to align on solutions, requiring our vendors to verify their progress via third party auditing.



Sows

We are committed to only sourcing pork globally from vendors that do not use gestation stalls. We aim to accomplish this goal in North America by 2022 and in Latin America by 2025.



Animal Welfare Auditing

All Burger King beef and poultry raw material vendors, worldwide, undertake and submit annual third party audits that include animal welfare standards. Standards for animal welfare include those from the American Meat Institute and National Chicken Council.

*Cage-free egg products do not include frozen eggs at this time



THE ENVIRONMENT

We embrace our responsibility to do our part with respect to energy, water and waste.

Sustainable Building Design

Tim Hortons®

Tim Hortons restaurants are continuously working to improve energy efficiency through lighting. In Canada, a new standard of LED menu boards is being implemented in all new and remodeled restaurants, and by 2021 LED lighting fixtures and lighting motion sensors to reduce energy usage will also be considered an established standard for restaurants throughout the country.



Burger King®

In 2017, all new Burger King restaurants built in Europe, the Middle East, Africa, Latin America and the Caribbean incorporated a new fryer that reduces electricity consumption and decreases oil use by up to 30%. In the same year, a more energy efficient vertical toaster became the global standard for all new Burger King restaurants. This new model reduces electricity use by approximately 20% compared to the traditional model, and uses less consumable parts in operation.



Waste Reduction

Waste Management in Restaurants

Each year, we continue to expand our waste diversion and monitoring efforts throughout Tim Hortons restaurants, working with our restaurant owners in select locations to support participation in programs available in their area.

As of 2017, select locations with access to waste diversion for coffee grinds, organic waste, paper, plastics and hot beverage cups achieved as much as **62% waste diversion from landfills**.

Pitch In Week



Tim Hortons sponsorship of 'Pitch In Week' in 2017 supported over **18,400 local community clean ups** across Canada. Throughout the week, **682,263** participants contributed to efforts to clean up, restore, and preserve the environment in their local communities, with over **5.25 million** pounds of litter picked up throughout the country. This year marked Pitch In Canada's 50th anniversary.

Waste Diversion at Corporate Facilities

In 2017, we continued to measure waste diversion rates at our Global Restaurant Support Centre, manufacturing facilities and distributions centres. Altogether, we achieved an overall waste diversion rate of approximately **86%***.

Looking Forward: Burger King UK

Burger King UK has announced a goal for all packaging used in its **500 restaurants** nationwide to be recyclable, biodegradable or compostable by **2025**. As a priority, the brand is working on the introduction of a new material for its drinking straws, which will significantly reduce the amount of plastic utilized annually.

Tim Hortons has completed its transition of cold beverage cups in Canada and the United States from polystyrene to polypropylene, allowing for increased acceptance in recycling programs and improved overall environmental performance.



*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 2017. In the few instances where weights were not available, volume to weight conversions were used to provide estimates.



**BEST
PEOPLE**

Across all of our brands,
we foster one amazing
culture that is supported
by our values.

Our Values



ACCOUNTABLE

EMPPOWERED

MERITOCRATIC



Global Talent Development Programs

In 2017, we continued to grow and develop our two core Global Talent Development programs: the Leadership Development Program (LDP) and the MBA Leadership Program. Over the course of the year, we hired **67 LDPs** and **9 MBA** students – our largest-ever class of new recruits. Additionally, we saw **86 individuals** trained in our week-long yellow belt program and **19** in our intensive green belt program.

Looking forward, we plan to expand the depth and reach of our LDP program. In 2018, we plan on doubling the length of skills-based training for new recruits and expanding the onboarding for the program beyond North America for the first time.

Wellness Program

Our Wellness Program launched in 2016 to promote the health and wellness of our employees. Through education and initiatives, we encourage healthy habits and empower individuals to be accountable for their own well-being. The first two years of the program have covered topics such as Diet and Exercise, Heart Health Awareness, Stress Management and Breast Cancer Awareness. After two years of progress we are looking to expand the scope of our program, with topics such as:

- Colorectal Cancer Awareness
- Asthma and Allergy Awareness
- Handling Stress during the Holidays
- Migraine and Headache Awareness
- Getting out of Debt
- Alzheimer's Awareness
- Child Wellness Visits and Immunization Awareness



Women's Leadership Forum

We want to ensure that women at all levels of our organization feel supported in their development, which is why we launched our Women's Leadership Forum in 2017. Over the course of the year, we hosted our first events across the globe, with a focus on networking and relationship building. These events gave women employees the chance to speak openly and honestly with leaders about their growth at Restaurant Brands International.

Parental Leave Policy

As part of our continuing commitment to our employees, we have implemented a new Parental Leave Policy for our field and corporate employees, globally. The highlights of the policy include:

- **16 weeks of 100 percent paid leave** for employees who give birth, adopt a baby who is 6 months or younger or become a parent of a baby through surrogacy; and
- **6 weeks of 100 percent paid leave** for employees whose spouse/partner gives birth, and for employees who adopt a child who is older than 6 months.



Senior Leadership Forum

In 2017, we held our first-ever Senior Leadership Forum, bringing together leaders from across the globe to foster the development of our culture across all of our brands and workplaces.



Learning from the Front Line

Over the past year, we continued to encourage our employees to spend multiple days working at our restaurants to understand fundamental aspects of our business – from the way we greet our guests to how we prepare our food.

RBIdeas

The RBIdeas program was introduced in 2017 to encourage our employees to submit innovative ideas that would improve an area of our business. The best submissions were rewarded with one of five prizes, including a grand prize of **\$25,000**.

A key part of our meritocratic culture means rewarding our employees for their hard work. That's why, over the course of 2017, approximately **1 in 4** Restaurant Brands International employees received a promotion.



COMMUNITIES

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

Tim Horton Children's Foundation

Tim Horton Children's Foundation camp experiences are more than a fun trip away from home. The Foundation's programs are designed to support our campers in becoming more responsible, caring and motivated individuals.

In 2017

\$13.7 million*
raised

on Camp Day™ with the support of Tim Hortons® guests and restaurant owners from across North America. This was a new record in fundraising for the Tim Horton Children's Foundation.



20,000
children and youth

were provided with life-changing camp experiences through the Tim Horton Children's Foundation, at no cost to them or their families.



*All Tim Hortons Community efforts are expressed in Canadian dollars

Tim Hortons® Communities

In 2017

\$6.5 million raised



through the Tim Hortons SMILE COOKIE™ Program for more than 500 local charities across Canada and the United States. Through this unique program, Tim Hortons restaurant owners sell special SMILE COOKIES for a full week in September, and donate 100% of the proceeds to local charities, hospitals and community programs.

\$220,000 in scholarships

awarded across North America by the Tim Hortons Scholarship Program. Every year, Tim Hortons recognizes Team Members, their children and grandchildren, and emphasizes the importance of education, community service and leadership. To date, over \$2,800,000 in scholarships have been awarded.

\$200,000 donated

to the Canadian Red Cross for flood relief and the BC Fires Appeal. Tim Hortons and our restaurant owners also provided additional support on the ground, and in-restaurant, to aid in recovery efforts.

396,000 children

playing minor sports supported by the Tim Hortons TIMBITS® Sports Program.

5,200 young athletes

participated in Active Start and FUNdamentals programs across Canada with the support of Tim Hortons sponsorship of Special Olympics Canada.

Tim Hortons® Coffee Partnership

The Tim Hortons Coffee Partnership was launched in 2005 to improve the lives of small holder farmers in Brazil, Colombia, Guatemala and Honduras. The Partnership empowers farmers to build their businesses with improved agricultural practices and entrepreneurship skills.

Since 2005

\$11 million

has been invested in the Tim Hortons Coffee Partnership.

28,000 hectares of land

under additional sustainable management as a result of Tim Hortons Coffee Partnership.

12,300+ farmers

reached and positively impacted by the Tim Hortons Coffee Partnership initiatives.

Looking Forward

By 2022, Tim Hortons will reach an additional 3,000 farmers, and contribute to measurable improvements in farmer livelihoods through the expansion of farmer training programs.



Burger King McLamoreSM Foundation

The Burger King McLamore Foundation creates brighter futures by empowering individuals and feeding their potential through education and emergency relief.



In 2017

\$3.5 million in scholarships

were provided to more than 3,200 students in North America through the Burger KingSM Scholars Program. To date, the Foundation has awarded approximately \$32 million to over 30,000 students.

\$200,000 in relief funds

granted to more than 160 Burger King[®] families through the BK[®] Family Fund. The Fund was activated during Hurricanes Harvey, Irma and Maria, the California wildfires and the disaster in Puerto Rico, along with non-natural disaster related cases throughout the year.

90,000 children

were helped through literacy programs in Europe, the Middle East, Africa, Asia-Pacific, Latin America and the Caribbean. Their access to education was broadened by the libraries, schools and learning materials funded by the Foundation. Funds are generated through the support of restaurant owners and vendors in each region.

\$9 million raised

for the Foundation through combined fundraising efforts.



Fundraising Highlights

- BK Scholars Awards Ceremonies were held in Miami Dade and Broward counties in 2017, hosting over **300** BK Scholars and their friends and family.
- Bright Futures Weekend - Held in April in South Beach, Florida. **\$100,000** raised for the Foundation.
- The 15th annual Jim McLamore Golf Invitational was held in New Jersey in June, 2017. **\$410,000** was raised for the Foundation.
- 5th Annual BK Beach Run - Held in Lummus Park in Miami Beach in October 2017. Over **2,500** runners attended, raising **\$130,000**.

Popeyes[®] Family and Friends Foundation

The Popeyes Family and Friends Foundation was established in 2017 with an initial donation from Restaurant Brands International. The Foundation began to make an impact the same year, providing over \$50,000 in relief funds to individuals affected by Hurricane Harvey in the southern United States and Hurricane Maria in Puerto Rico. These efforts are just the beginning of what we hope to accomplish with the Foundation in the coming years.



Restaurant Brands International[™] Global Day of Service 2017

Our 2017 Global Day of Service saw Restaurant Brand International employees across the world come together and give back to communities in their region.

2017 Highlights include:

- **Oakville, Ontario (Canada)**: To keep the land green for generations to come, we planted more than 3,000 trees at Onondaga Farms, a Tim Horton Children's Foundation Camp in St. George, Ontario, Canada.
- **Miami, Florida (United States)**: We volunteered at the JRE Lee Center, a local alternative school, by painting, creating murals, landscaping and crafting picnic tables to beautify an amazing place for children with special needs.
- **Atlanta, Georgia (United States)**: We grabbed our paint and brushes to design eight large murals to colour the walls of children's hospitals, nursing homes and other healthcare facilities.
- **Singapore**: Our Asia-Pacific team took children from Kiddy Ark Childcare and Development Centre, a facility that focuses on childhood development through enriching hands-on activities, to the aquarium.
- **Baar (Switzerland)**: We ventured to local a farm to help hand-pick grapes and apples. The farmers rely on extra hands to ensure the farm and the high quality fruits and vegetables it provides are available for the community to make it through the winter season.
- **Slough (United Kingdom)**: We created colourful cards to promote literacy for ABC to Read, a charity that mentors primary school children in Berkshire, United Kingdom.

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:

Tim Hortons



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