

Tim Hortons Inc. Animal Welfare Policy

Animal welfare is an important issue to Tim Hortons and our stakeholders, including our Restaurant Owners, suppliers, employees, investors and guests. We consider animal welfare to apply to all aspects of animal care of the farm animals within our supply chain. While some of our food products are derived from farm animals, we are not directly involved in the raising, handling, transportation, or processing of animals.

Sustainability and Responsibility Guiding Principles:

We use our Sustainability and Responsibility Guiding Principles to frame our policies, decision-making, strategies, actions and our behaviours in relation to animal welfare:

- Do things that make a true difference.
- Acknowledge and respect the social, environmental and economic impact of what we do.
- Honour, respect and support individuals and stakeholders.
- Participate with, and build the success of, our communities.
- Be honest and transparent in our communications.

Animal Welfare at Tim Hortons:

Aligned with our Company Values, and Sustainability and Responsibility Guiding Principles, our animal welfare program includes the following components:

1. **Policy.** This Animal Welfare Policy considers regulatory compliance, industry practices, business risks and opportunities, stakeholder interests, animal well-being and continuous improvement.
2. **Governance and Accountability.** The Tim Hortons Board of Directors will have oversight for the Animal Welfare Policy through their governance of Sustainability and Responsibility at the Company. Management accountability for animal welfare resides with the Tim Hortons Executive Team.
3. **Regulatory Compliance.** All Tim Hortons business partners and suppliers that supply animal food products are expected to meet or exceed government regulations, standards and recognized industry guidelines for animal welfare. Our suppliers who have direct control over the care of animals are also expected to employ practices that are based on optimizing animals' needs to the extent practical with the goal of achieving sound treatment, care and well-being of the animals.
4. **Quality Assurance and Auditing.** The Company will maintain a comprehensive quality assurance audit program that includes animal welfare practices. We will audit suppliers to confirm that they meet or exceed established government food safety and animal welfare regulations and recognized industry guidelines. The Company will employ internal auditors and quality assurance professionals and at times use accredited third-party professionals to visit suppliers' processing facilities to confirm animal welfare regulations are being followed. Compliance with animal welfare regulations may also be audited through the requirements outlined in the Company's Business Partner and Supplier Code of Conduct.
5. **Continuous Improvement.** The Company is committed to improving our understanding of animal welfare issues by developing the necessary knowledge to manage effective policies and programs. Decisions and actions that are sustainable, balance the needs of our various stakeholders and facilitate continuous improvement over the long-term will be encouraged. We expect continuous improvement to be achieved through:
 - a. Continuous evaluation of animal welfare issues within the industry and our supply chain through:

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- Monitoring and reviewing of science-based research on animal welfare practices;
 - Engaging with animal welfare experts, industry and other stakeholders – and, where appropriate, individual farmers or farms who are directly responsible for the care of their animals;
 - Maintaining industry-accepted levels of animal welfare certification and training for internal auditing professionals;
 - Educating our employees to evolve the Company’s animal welfare program; and,
 - Where appropriate, integrating animal welfare procedures, standards and best practices across the business.
- b. Collaborating with government and industry animal welfare groups to promote research and continuous improvement across the industry and supply chain. To research and improve animal welfare practices, the Company will consider initiatives that are adopted as industry standards, new technologies, and emerging alternative practices after validation by suppliers and the industry.
6. **Reporting.** The Company will report on its animal welfare program. Reporting may include the performance made on the Company’s animal welfare program and initiatives and will be made through a combination of the Company’s annual Sustainability and Responsibility Report and on the Company’s external website at www.timhortons.com.
7. **Review of Policy.** The Company will review this policy regularly. This policy has been approved by the Board of Directors of the Company.