



# MTY SUSTAINABILITY REPORT

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2021



### PASTA

- pomodoro**  
cappelli, cherry tomatoes, basil, grana padano, red sauce 10
- cacio e pepe**  
pecorino, pecorino, cracked black pepper 10
- carbonara**  
pork, pecorino, sausage, parmesan 12
- norma**  
egg, eggplant, mushrooms, cream, red sauce 12
- per...

### ANTIPASTI

- garlic crostini**  
crostini, mozzarella, garlic 5
- bruschetta lunghi**  
crostini, red mushrooms, grana padano, balsamic glaze 8
- calamari**  
squid, smothered pecorino, lemon, red sauce 10
- charcuterie**  
prosciutto, pecorino, Italian sausage, mustard, pecorino, red sauce 12

### DESSERT

- cioccolato di forlì**  
chocolate cake, cream 5
- neapolitan**  
vanilla ice cream, chocolate sauce, brownie 8
- B.E.

## 2021 SUSTAINABILITY REPORT

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# ABOUT THIS REPORT

Sustainability is important to MTY Food Group Inc. (“MTY” or “the Company”) and we are therefore proud to be releasing our first MTY Sustainability Report.

Data was gathered from our corporate operations, Company-owned restaurants, and select franchisees. The information in this report covers initiatives taken during the 2021 fiscal year and presents our roadmap for the upcoming years. The numbers reported throughout are for fiscal year ending November 30, 2021. This report has been formally reviewed and approved by the Board of Directors who confirm the most material topics to MTY have been covered. Our intention is to publish our next MTY Sustainability Report in 2023, to cover our 2022 initiatives, with subsequent reports published annually thereafter.

This report is built under the Sustainability Accounting Standards Board (SASB) and Global Reporting Initiative’s (GRI) reporting standards. The GRI standards reported are in accordance with the “Core” option. SASB and GRI provide complementary standards in sustainability to meet the needs of our various internal and external stakeholders.

For any questions or feedback about this report, please contact us via [sustainability@mtygroup.com](mailto:sustainability@mtygroup.com).

<sup>1</sup> Throughout this report, references to MTY may include activities performed by subsidiaries of MTY Food Group, Inc.

# A LETTER FROM OUR CEO, ERIC LEFEBVRE

We are extremely pleased to present our first Environmental, Social and Governance report, which details our progress made during the 2021 fiscal period and outlines our future commitments. Although this report is released as we are coming out of the global COVID crisis, we continue to be impacted by it, as well as by the various humanitarian crises affecting millions of people around the world.

In a time like this, our focus remains our people—colleagues, franchisees, guests, business partners and shareholders. We prioritized our people through job creation. In 2021, our franchisees' restaurants employed approximately 100,000 people globally. We also prioritized our people through community support. MTY contributed to multiple charities either



GRI 102-14

through financial support, or through the donation of food and service.

While the principles of ESG are deeply rooted across our organization's values, the decentralized nature of our company created challenges when reporting on our achievements, objectives and progress. This report is the result of considerable efforts to assemble data and align ESG objectives across our business, while preserving the entrepreneurial spirit and decentralized decision-making that has made MTY successful over the past four decades.

To help ensure a positive progression towards our ESG initiative, we created a cross-functional team of amazing individuals spanning all divisions to report on our achievements and to establish consistent objectives across all business units.

Restaurants are community businesses, and as such, it is important for us to have a positive impact on the communities in which MTY and its suppliers operate. Given the finite natural and social resources available globally, a sustainable approach is becoming increasingly critical to ensure the continuity of our business and the health of our society.

Our objectives are centered around people, planet and food. We have identified objectives and milestones

for each of these three pillars that will enable us to measure our progress while keeping our eyes on the long-term goals.

This is our first report and we are proud to share the great strides we have made thus far. That being said, we acknowledge that there is a lot of work to do, so setting objectives and goals will help us through our journey for continuous improvement. While we make progress on certain aspects, new priorities will arise and our ESG objectives will be adjusted to adapt to the fluid environment in which we operate.

Our team is committed to delivering solutions for the short, medium and long term and we are thus optimistic about our impact on our future.

Sincerely,

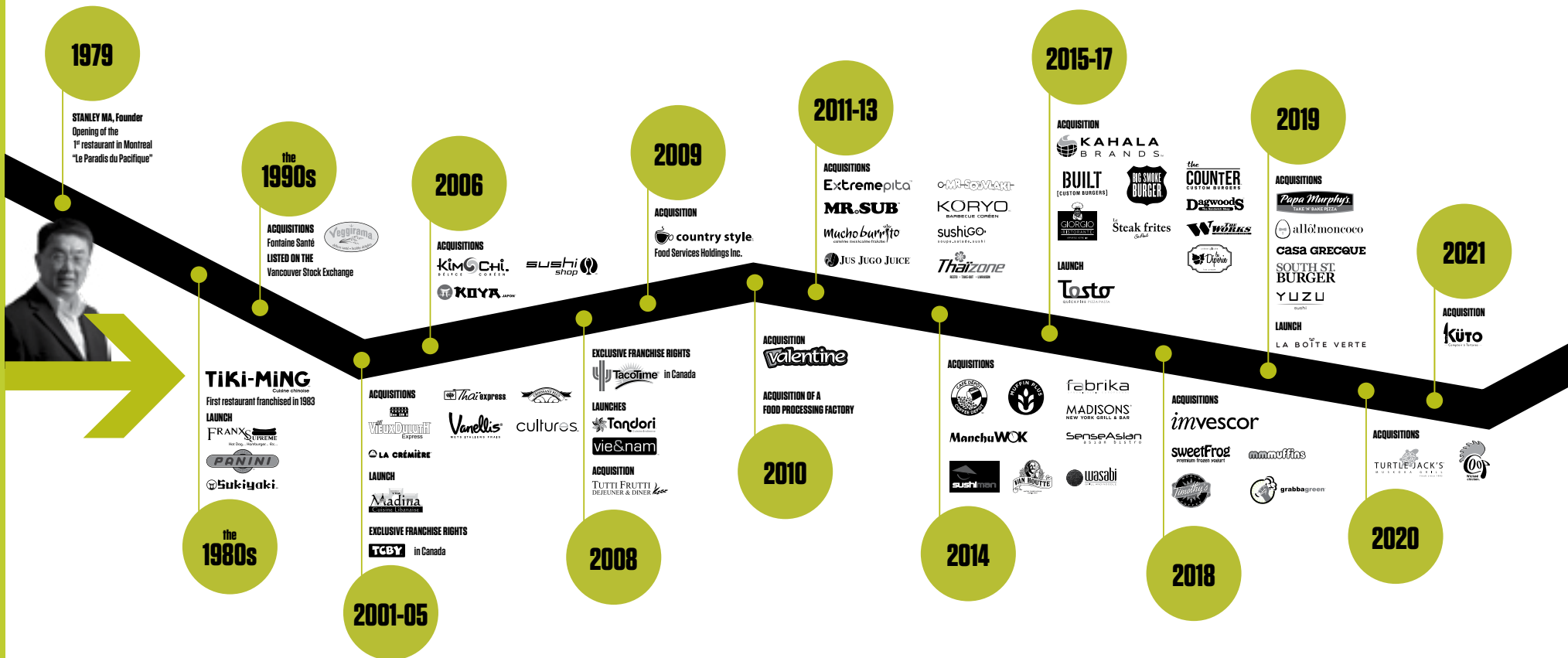
**Eric Lefebvre, CPA, MBA**

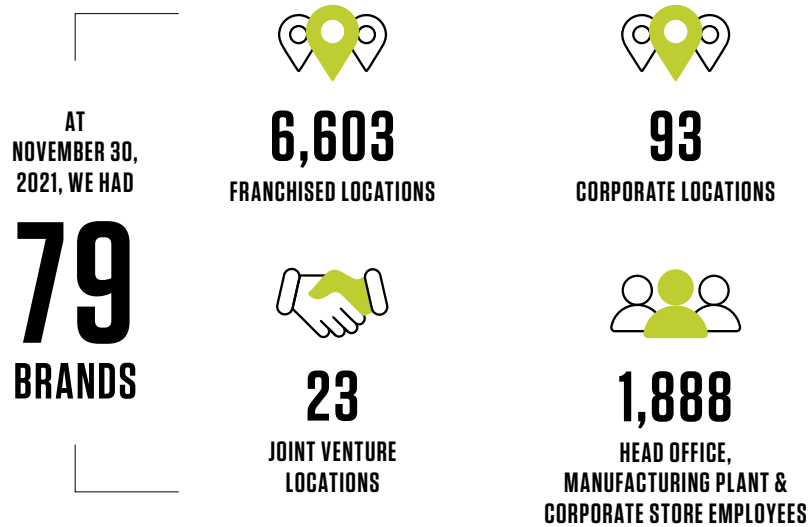
Chief Executive Officer

# ABOUT MTY

## HOW IT STARTED & WHO WE ARE

In 1979, Stanley Ma, founder of MTY, opened his first full-service Chinese and Polynesian restaurant, *Le Paradis du Pacifique*. In 1983, he developed the Tiki Ming brand as a food court concept, making freshly prepared Chinese food accessible to a wide-range of guests. This marked MTY's very first restaurant concept and we are proud to say it remains one of the 79 brand concepts we have in our portfolio today.





**OUR CORPORATE OFFICES & MANUFACTURING PLANTS**



**WHERE TO FIND US**

MTY is publicly traded on the Toronto Stock Exchange as “MTY.” Our head office is in St-Laurent, Quebec and our other offices are in Laval, Quebec; St-Hyacinthe, Quebec; Delson, Quebec; Quebec, Quebec; Richmond Hill, Ontario; Burlington, Ontario; Oakville, Ontario; Calgary, Alberta; Moncton, New Brunswick; Vancouver, Washington, and Scottsdale, Arizona. Our production facilities are in St-Romuald, Quebec; Laval, Quebec and Delson, Quebec. We own and operate restaurants in Canada, the United States, and 40 additional countries across the world.

**EXCELLENCE. DEDICATION. INNOVATION.**

Our Company was built on these values, which can be felt throughout the team members, our brands and our franchisees. We are a company that emphasizes our franchisees’ needs and success and believe that for MTY to be successful, our franchisees need to be. Our mindset is therefore one which is sensitive towards a sustainable franchise model.

**ESG AS PART OF OUR DNA**

Over the past 40+ years, MTY has instinctively operated with “sustainable” practices, whether it is ensuring our franchisees have the best opportunity to be profitable, providing equal opportunity to all staff members regardless of gender or ethnicity, providing training and education to our staff and franchisees, or even prioritizing recyclable packaging options. These practices have always been part of our DNA. However, as our store count, team members and customer base continued to grow, we felt the need and responsibility to formalize our environmental, social, and governance (ESG) platform and to put a plan in place to help ensure MTY and all its stakeholders remain as healthy over the next 40+ years and the next 40+ after that. We want to take care of the environment and its future. We want to take care of our people. We want to serve great food.

# MTY BRANDS





# COVID-19 RESPONSE

Throughout our Company's history, spanning over 4 decades long, we have demonstrated a strong record of perseverance and emerging stronger in the face of challenges. As the effects of COVID-19 continued in 2021, we remained resilient in our ongoing efforts to safeguard our employees' well-being, support and empower our franchisees, weather the impact of the pandemic on supply chain, and ultimately provide top-quality service and products to our guests.

## PROTECTING OUR EMPLOYEES

The safety and health of our people is always a top priority. Examples of our ongoing focus on this priority include:

- Continued flexibility to work remotely for head-office-based employees;
- Closely monitored and followed the evolving guidance from health authorities;
- Enhanced the toolkit of wellness-related benefits provided to employees at no cost, to help employees better navigate personal challenges associated with the pandemic.

## SUPPORTING & EMPOWERING OUR FRANCHISEES

Since the onset of the pandemic, MTY has gone above and beyond and extended multiple lines of assistance to support its franchisees. Examples include:

- Assisting franchisees to apply for available subsidies from government and non-government organizations;
- Leveraging MTY's size to help minimize supply chain disruptions and engage with lobbyists/advocacy groups to help drive legislation that can help the franchise network;
- Providing access to centralized resources specific to COVID-19 regulations across multiple jurisdictions;
- Granting capital assistance and/or payment deferrals when or where it was necessary and viable;
- Negotiating with landlords to request rent concessions or rent deferrals where possible.

## PROVIDING TOP QUALITY SERVICE & PRODUCTS TO OUR GUESTS

Safe and friendly service, combined with great tasting product, has always been a MTY top priority. We were thus able to quickly evolve our practices, where applicable, to ensure we could continue to safely deliver quality to our guests during the pandemic. Examples of this include:

- Reduced-contact options at ordering and pickup and continued enactment of social distancing guidelines;
- Continued to enhance our operations, commercial strategies and innovation priorities to meet fast-changing market dynamics, including boosting our investments in the digital space and strengthening our relationships with online ordering and delivery platforms;
- Adjusted marketing strategies to be more tailor-designed for each individual customer instead of mass market campaigns;
- Adapted delivery menus to customer expectations, such as family portions or bundles.

# MATERIALITY ASSESSMENT

An independent, third-party ESG consulting firm was engaged to assess MTY's business and identify our most material ESG topics. As part of this process, members of our Board of Directors, our Management Team and our financial stakeholders were interviewed.

Through a different initiative with another third-party group, we conducted a materiality assessment of our internal stakeholders, including our operations teams, our human resource department, our accounting team, our procurement departments and our franchisees.

Following the assessments, the following six ESG topics were identified as the most material to our company.

- People & Culture;
- Governance;
- Cybersecurity & Data Protection;
- Food Security & Supply Chain Management;
- Food Safety & Product Quality;
- Environmental Impact.

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This report covers why each topic is important to MTY, the approach we take to manage the risk and/or opportunity, and the metrics and targets we use to measure performance and set ambitions.

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THAI'ZONE

# SUPPLY CHAIN PRIORITIES & OVERSIGHT



Our MTY Procurement teams, who ultimately report to the CEO, oversee the supplier and distribution relationships, including contract negotiations, distribution logistics, pricing analytics and the supply chain relationship between procurement and the brands.

These teams manage thousands of product SKUs via several hundred suppliers to meet the brands' needs. Our Procurement teams are therefore responsible for ensuring we are bringing in the right products from the right suppliers. More specifically, they help to avoid the wrong products and the wrong suppliers from entering into our system. Moreover, food safety is crucial to us and we have training programs and audit measures in place as a result. Also, with the increase in consumer demand, MTY maintains a responsibility to source from sustainable, ethical suppliers to ensure we manage our consumption of global resources sustainably. We aim to source from suppliers who have strong environmental practices, who hold animal welfare policies and guidelines for their humane treatment and who value fair labour standards.

# FOOD SAFETY

MTY's priority is to ensure that the food served to our guests is safe and managed in accordance with all applicable laws and regulations.

## HYGIENE & FOOD SAFETY TEAMS

MTY has health and safety teams dedicated to developing a program that goes beyond the governments' health and safety criteria for our brands' restaurants. This team supports and trains both our Operations teams and our franchisees, and conducts store visits to help ensure adherence to our health and safety programs.

MTY owns several food manufacturing plants and we hold them to high standards via our Quality Control & Food Safety Committees dedicated to this purpose. Our largest food processing plant, which produces many of our brands' sauces and other menu ingredients, holds the Safe Quality Food (SQF) Program certification, and thus provides assurance of quality, food safety and credibility to our brands.

MTY implemented the following measures to ensure ingredients and meals are handled and prepared safely throughout the process and until delivery to our guests.

1. Supplier Intervention & Food Storing;
2. Education & Training;
3. Hygiene & Food Safety Certifications and Programs;
4. Audits;
5. Product Recall & Communication Plan;
6. Handling Complaints.



## 1. SUPPLIER INTERVENTION & FOOD STORING

The first step to food safety is to have processes in place to mitigate these risks before the ingredients arrive at our brands' restaurants.

As such, we use a Supplier Qualification Scorecard to vet potential suppliers. This scorecard contains a

set of criteria critical to becoming an approved MTY supplier, including compliancy in health and safety regulations and plant certifications such as the Global Food Safety Initiative (GFSI) scheme, the Hazard Analysis of Critical Control Points (HACCP) and the Good Manufacturing Practices (GMP) programs.

Approved, strategic suppliers are expected to sign our MTY Manufacturer Supply Agreement (MSA),

holding them accountable for deliverables, which include product quality, assurance of supply and other key business terms to maintain a successful collaboration. Key business terms include parties agreeing to confidentiality, IP, indemnification clauses as well as other pertinent representations and warranties. Additional language allows for MTY to have the ability to audit our suppliers for compliancy in their bookkeeping as per accounting standards, as well as on-site inspections of their premises, products and ingredients to ensure conformity.

All our suppliers are expected to sign a Non-Disclosure Agreement (NDA), thereby protecting confidentiality and privacy in the exchange of information.

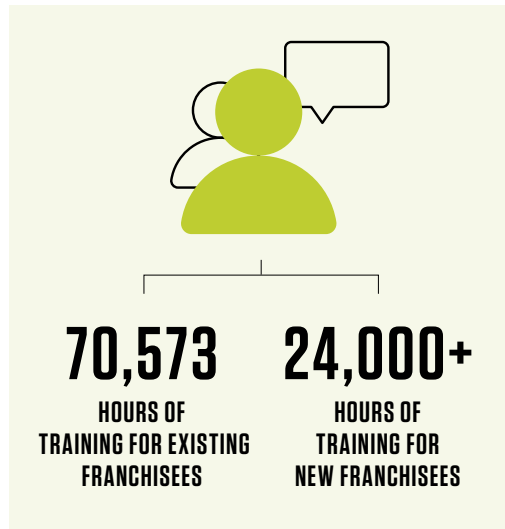
Once a supplier's product is chosen for one of our brands, suppliers are required to complete a form used to track and manage every stock keeping unit (SKU) purchased. This form includes every ingredient purchased, including information such as country of origin, nutritional content, allergens, storing parameters, and best before dates, to ensure their alignment is within MTY's product requirements and ease of product traceability.

This supplier product form allows the store owners and employees to manage food products to keep items fresh until they are used in recipes, or for resale.



## 2. EDUCATION & TRAINING

A fundamental component to food safety is proper and adequate education and training.



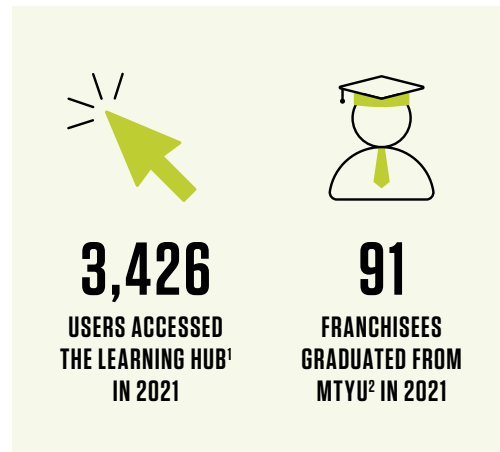
### OPERATIONS MANUAL

Our Operations teams work with franchisees to educate them and to ensure the safe practice of storing and handling food. Following these manuals, franchisees are taught and trained on how to adequately sanitize work-stations, store and handle food, keep a safe working environment and protect our guests' health.

Documents and training material are always available to franchisees along with consistent communication regarding any updates on supply chain and food-related matters.

### HIGHER LEARNING

Our franchisees, their employees, restaurant managers and Operations teams have access to MTY-run learning platforms. These training tools are accessible in the form of one-stop online learning resource centers, virtual classroom training curriculum, training videos or capsules.



### HYGIENE & FOOD SAFETY MANUAL

A MTY Hygiene and Food Safety manual and other material are available to our franchisees, their staff

and our Operations teams. The standards created by our hygiene and food safety team generally are more stringent than the requirements set by our provincial and federal governments. These standards include:

- Temperature Logs;
- Cleaning & Sanitizing Registers;
- Dating System;
- Cross Contamination Prevention Procedures.

”

More than 150 store managers attended our “Year of the Manager<sup>3</sup>” learning series in 2021.

”

<sup>1</sup> The MTY Learning HUB is a one-stop online learning resource center where franchisees can access to just-in-time e-learning, videos, and communications. We also have a similar resource center in the US.

<sup>2</sup> MTY University (MTYU) is a virtual classroom training curriculum that compliments in-store practical, hands-on training. MTYU is a 5-day online restaurant management training for new franchisees, restaurant managers and operations teams. We also have a similar training program in the US.

<sup>3</sup> A “Year of the Manager” series offered 6, 1-hour sessions covering general leadership and customer service topics via one of our eLearning platforms to one of our US-based brands.

### 3. HYGIENE & FOOD SAFETY CERTIFICATIONS & PROGRAMS

Our franchisees are required to meet the legislative requirements for food and safety training programs across all brands. To complement this and the education and training tools we have in place, we have the following certifications and programs.

#### CLEANING & SANITATION PROGRAMS

Our Procurement teams, our Operational teams and our cleaning chemical suppliers collaborate to customize cleaning and sanitation programs to fit the needs of each of our brands. These programs include:

- A line-up of cleaning and sanitation chemicals chosen according to the types of food being handled at the restaurant and the category of restaurant (quick-service, fast casual or casual dining);
- Customized wall charts depicting the dilution, frequency and usage of each product;
- Technical and Safety Data Sheets for each product;
- The equipment required to properly use and store the products, including quaternary test strips to ensure the accurate concentration of our sanitation products;
- On-site training and equipment maintenance by our cleaning chemical vendors.

#### PEST CONTROL PROGRAMS

We love restaurant guests, but not the pesky ones! Therefore, where we have control over our site, we collaborate with pest control companies to help keep our brands' restaurants pest-free.

Our pest-control programs include:

- Third-party store visits every month, with detailed reports accessible online. The online portal also shows activity alerts, corrective measures and follow-up visits.

Our brands' Operational teams and our health and safety departments follow up with our franchisees and the pest control companies to maintain a pest-free restaurant environment.

For the restaurant locations whereby the on-premise pest control fall under the management of the building landlords, these landlords have put similar processes in place to protect our brands' restaurant environment.





## 4. AUDITS

### OUR BRANDS' RESTAURANTS

#### INTERNAL HYGIENE & FOOD SAFETY AUDITS

At a minimum of every 3 months, our Operations teams perform hygiene & food safety audits at our major brands' restaurants to ensure food is appropriately handled and stored and kitchens are sanitary. Our Operations teams are trained by our health and safety team on how to perform these audits according to our MTY standards.

In addition to these audits, we implemented COVID-19 safety protocols and stores are audited monthly by our Operations teams to ensure compliance.

#### THIRD-PARTY HYGIENE & FOOD SAFETY AUDITS

In addition to our own hygiene & food safety inspections program in all our restaurants, MTY has engaged audit companies with hygiene & food safety inspection programs, who visit our restaurants between 1 to 3 times a year. MTY and the third-party audit companies collaborate to determine the criteria and inspection points that will occur at the stores. In instances where an imminent health hazard has been identified at a store or if a store receives a fail on the audit, follow-up visits occur to validate the issues have been rectified, and temporary or permanent store closures can be summoned as necessary.

GRI 403-2, 403-4, 403-5, 403-7  
SASB FB-RN-250a.1

### OUR SUPPLIERS

When necessary, our suppliers are audited to verify they have the necessary standards and policies and to ensure the food is aligned with the proper specifications, ensuring a high level of food safety. The audit questionnaire is prepared by MTY and inspections are conducted either by an independent auditor or by a member of our hygiene & food safety teams.



## 5. PRODUCT RECALL & COMMUNICATION PLAN

Mistakes happen, even to the very best of us. It is how we handle these mistakes that count. Therefore, MTY believes in the importance of having a clear and concise **Product Recall and Communication Plan**. This plan allows us to react quickly and efficiently when a recall is initiated, whether the recall is voluntary or involuntary, and whether it is initiated by the governmental health bodies, the suppliers or ourselves. This plan also allows us to ensure the recall is communicated to each of our affected stakeholders, with a clear plan to remedy the situation.



## 6. HANDLING COMPLAINTS

We have processes in place to allow our franchisees and our Operations team members to communicate any product complaints to the Procurement teams. These complaints are tracked and documented and are escalated to our suppliers or distributors for their corrective action. When necessary, we involve our health and safety team and the supplier's Quality Assurance team.

Our guests are also able to provide feedback through our websites, our social media platforms or at our brands' restaurants.

# RECIPE DEVELOPMENT & NUTRITIONAL CONTENT



MTY strives to provide each customer with a food option regardless of dietary restrictions. Recipes are developed to cater to various diets, preferences, and allergens. Options are clearly labelled to be easily identifiable by guests.

Our unique recipes are developed by each brand using the expertise of our chefs and R&D teams, keeping ahead of market trends and in tune with our guests' expectations.

Many MTY brands hire third-party audit firms to conduct audits on new recipes or products to ensure alignment with product or recipe specifications.

80% of our brands publish, or make accessible, the allergen cards of their menus to our guests. 73% of our brands publish their nutritional information. By 2024, we aim to have all brands publish their nutritional information, including their allergen cards.

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In 2021, 92% of our brands offered plant-based menu options to our customers.

”

# MARKETING & COMMUNICATIONS

Here are a few highlights in relation to our values and intentions when it comes to marketing. We follow Canadian and US guidelines to limit marketing to children.

Of our brands offering kids menus, 45% of the offerings meet the dietary guidelines. However, our guests have the option of customizing their choices to meet their needs and dietary choices. We aim to have 80% of these children menus meet the dietary guidelines by 2024.

MTY is politically neutral and does not make any political contributions.

# ROADMAP FOR OUR FOOD PILLAR

## 2023

To publish, or make accessible to guests, the nutritional information, ingredient lists and the allergen cards, of our core menu items for our top 50 brands by 2023, and for all brands by 2024.

## 2025

By 2025, ensure that a mutually agreed upon Supplier Code of Conduct is in place for all tier 1 MTY suppliers, which will be reviewed annually and updated accordingly, if necessary.

## 2023/2024

To measure, through a third-party service, the percentage of all kids menus offered by MTY brands that are consistent with *Health Canada's Dietary Guidelines* or the *Dietary Guidelines for Americans* by 2023 and aim to have 80% of these children menus meet such dietary guidelines by 2024.

# PLANET

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# OUR STRATEGY & MANAGEMENT APPROACH ON THE PLANET

MTY is committed to running our brands' restaurants in a more environmentally responsible manner and we are continually evaluating the regulatory landscape for our operations and looking for opportunities to improve. Changing regulatory requirements are identified, assessed and managed through our internal regulatory update and verification program. MTY reviews, approves, and implements policy and procedural changes through established management reviews.

MTY intends to make additional efforts over the near and medium term to address environmental elements such as energy and water consumption, waste management, and sourcing locally.

MTY favors suppliers who are aligned with MTY's Supplier Code of Conduct and encourages its suppliers to minimize environmental impacts of their facilities, including biodiversity, air emissions, waste reduction, recovery and management, water use and disposal, and greenhouse gas emissions.



# PACKAGING

We are continuously making efforts to reduce the environmental impact of the to-go packaging and other non-food items we make available to our brands' restaurants. For example, in Canada, not all plastics are easily recyclable, and not all compostable packaging is effectively composted in the existing facilities. Therefore, when sourcing for our brands, we are strategic with our suppliers and product choices. We also believe education is key to avoid greenwashing. Throughout the year, our Canadian Non-Food Purchasing Manager hosted 5 workshops to educate our brand leaders and their team members on the topic, to discuss strategies and objectives, to present market innovation and to promote mindful choices towards reducing our carbon footprint.

Concurrently, throughout our entire system across North America, we consistently adjust to make proper to-go packaging available to our brands' restaurants and to ensure compliance with evolving local, federal, provincial and state legal requirements. We work stringently with suppliers to find alternatives to some products, such as single-use plastics and certain packaging materials and make changes when they are possible.



## ACHIEVEMENTS











- Banned the use of Styrofoam ("foam") for contracted products, across all divisions in 2018;
- Replaced all plastic stir sticks in 2021 in Canada and now offering wooden stir sticks upon request;
- Sourced sustainable options to comply with bans, on plastic straws, cutlery, and to-go bags, where applicable.





# CANADIAN PACKAGING TIMELINE

 ON-GOING  ACHIEVED

	Q1 2021	Q2 2021	Q3 2021	Q4 2021	2022 - GOALS
Collecting Data	<ul style="list-style-type: none"> <li> Reviewed packaging usage for our brands.</li> <li> Identified challenges at recycling and composting facilities.</li> </ul>	<ul style="list-style-type: none"> <li> Identified high risk packaging, such as plastic straws, plastic cutlery, plastic bags, hard to recycle packaging.</li> </ul>	<ul style="list-style-type: none"> <li> Created a database and collect all Canadian Municipality bylaws applicable to single-use plastic items and food packaging.</li> </ul>	<ul style="list-style-type: none"> <li> Considered potential key suppliers who support our vision and strategy.</li> </ul>	To create a database to quantify materiality and waste.
Communication			<ul style="list-style-type: none"> <li> Hosted webinars to communicate and educate our Operation teams on Canada's current situation, high-risk packaging, and our goals.</li> <li> Hosted workshops to identify the opportunities and challenges that are important to our brands.</li> </ul>	<ul style="list-style-type: none"> <li> Began applying an upon request strategy to reduce packaging consumption, when possible.</li> </ul>	To establish KPIs and to implement measuring tools.
Action		<ul style="list-style-type: none"> <li> Conducted an extensive study on existing solutions and innovations to support our objectives while ensuring our guests have the best experience in our brands' stores.</li> </ul>		<ul style="list-style-type: none"> <li> Conducted Request for Proposals (RFPs) to identify the foremost solutions to replace plastic straws and polystyrene (PS) cutlery.</li> </ul>	To run pilot programs in certain restaurants and finalize the sourcing strategy to replace hard-to-recycle packaging by appropriate solution(s).

# ANIMAL WELFARE

Animal welfare considerations are integrated into MTY's new supplier selection process. As such, MTY will inspect a supplier's animal welfare policies as part of the supplier assessment process.

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MTY is committed to engaging with key suppliers who meet the highest standards of animal welfare and who have guidelines for the humane treatment of animals throughout the supply chain.

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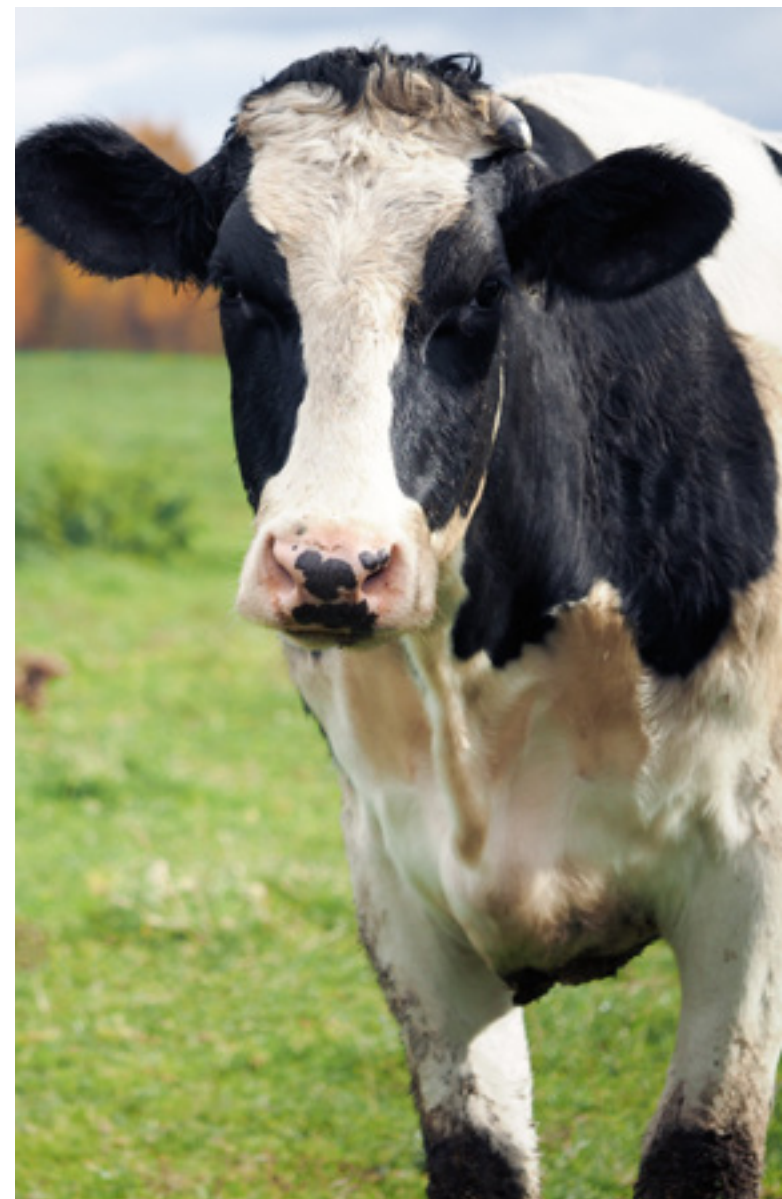
We are proud of the cooperation we have with our suppliers to meet our commitments to the humane treatment of animals. We know we cannot accomplish this alone and we align with our suppliers, and the industry, to continue to move in a progressive and positive direction.

Over 90% of meats purchased under contract for our Canadian restaurant brands are from suppliers who have animal welfare guidelines and who have guidelines for the humane treatment of animals.

We will work with our suppliers to only use eggs from free-range hens by 2025.

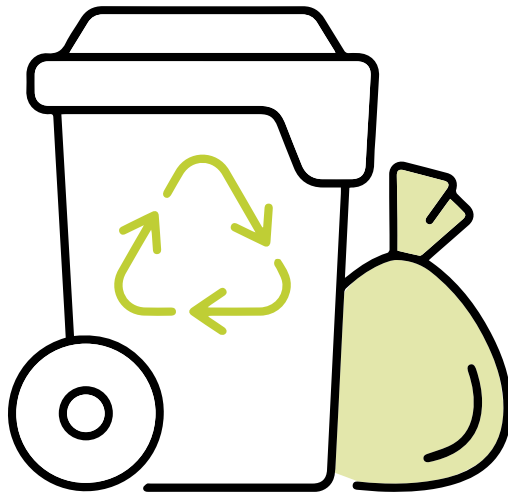
As part of our animal welfare standards, we are working closely with our suppliers to align with the Global Animal Partnership's (GAP) – Better Chicken Project standards by 2025 for 100% of our chicken products, including:

- The sourcing of breeds proven to have better welfare outcomes;
- Reducing stocking density;
- Ensuring that all chickens sourced have an improved living environment, including litter, lighting, and enrichments;
- Process chickens more humanely through a multi-step-controlled atmosphere-processing system.



# WASTE MANAGEMENT

The MTY ESG team will work to define a strategy on waste management in 2022 and in subsequent years, measure our generated waste across the entire organization.



We believe it is our responsibility to communicate and educate our Operations teams, our franchises and our guests on how to dispose of to-go packaging items that enter our waste stream. Our goal is to review, by the end of 2024, all custom branded packaging to ensure we effectively communicate and identify how each of these items should be disposed of.

By collaborating with suppliers who support our waste management objectives, and who also value communication and education, we will continue to work towards diverting unnecessary waste from landfill.

Our ESG team will also work to identify packaging that is more easily recyclable, reusable and/or compostable where facilities exist. In 2022, this committee will also work on identifying and testing reusable packaging solutions to reduce the consumption of single-use and disposable items.

Our response to COVID-19 also demonstrates that digital advancement will support our efforts to divert waste. Some brands, at the restaurant level, replaced paper brochures and stickers with information available online and QR codes. This initiative reduced the amount of printed paper at our brands' restaurants by an amount equivalent to 383 trees.

MTY corporate offices have recycling management systems in place, including methods to reduce the use and need for paper, where possible.

Unused food products in distribution centers and test kitchens are donated to local shelters to reduce food waste.

By 2022, our Canada division will work with a third-party vendor to divert discarded chopsticks from our landfills and revalue them.

Extended producer responsibility (EPR) is a waste management strategy in Canada whereby producers are given a significant responsibility (financial and physical) for the collection and treatment of post-consumer products they have emitted into the market. The ultimate result of EPR is to add all the environmental costs associated with a product throughout the product life cycle to the market price of that product. MTY is committed to fulfilling all its Extended Producer Responsibility obligations across Canada.

# ROADMAP FOR OUR PLANET PILLAR

**2022** : To evaluate all new suppliers under a list of environmental criteria defined in our Supplier Code of Conduct.

## ANIMAL WELFARE

- To contract with protein, dairy and egg suppliers who focus their internal priorities and policies on improving animal welfare;
- To work closely with our suppliers to align with the Global Animal Partnership's (GAP) – Better Chicken Project standards by 2025 for 100% of our chicken products;
- To work with our suppliers to only use eggs from free-range hens in 2025, where possible.

## EMISSIONS

- To understand our own emissions, to identify tools to measure and report, and to set goals and establish our roadmap;
- To calculate our Scope 1 and Scope 2 emissions in 2023 and 2024 and to publish our results starting in our 2025 report;
- To measure and report our Scope 3 in 2030 and to identify our largest environmental impacts along our value chain as part of our 2023 report.

## PACKAGING

- To replace hard-to-recycle plastics with alternative packaging such as renewable or recyclable products for use in our Canadian MTY operations by the end of 2023;
- To evaluate and perform a pilot project in specific markets for reusable packaging solutions to reduce the consumption of single-use and disposable items in 2023;
- To review and ensure, by the end of 2024, all MTY-branded packaging effectively communicates the proper manner in which such items should be disposed of;
- To ensure 100% of our contracted paper-based packaging is FSC Certified\* or contain post-consumer recycled content by 2025, to protect our forests and reduce our environmental impact.

## WASTE

- To identify a strategy on waste management in 2022 and in subsequent years, measure our generated waste across our entire organization;
- To collect and revalue discarded chopsticks from 150+ restaurants to help divert landfill waste and contribute to the local economy in new innovative ways, in 2023;
- To reduce the use of menu placemats at our brands' restaurants by 50% in 2024.

\*FSC = Forest Stewardship Council  
GRI 102-15, 305  
SASB FB-RN-430a.2

# PEOPLE

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# OUR BOARD OF DIRECTORS

The Board of Directors is responsible for the stewardship of MTY. As such, it oversees the management of our business to enhance the creation of long-term shareholder value while considering the interests of our various stakeholders, including shareholders, franchisees, employees, guests, suppliers, business partners, and the communities where we operate.

Our Board of Directors entrusts the management team to build and maintain a positive work culture. Efforts to deliver on this objective are led by the Human Resource teams based in Canada and the United States. Where appropriate, Operations and Human Resources will partner to bring awareness and/or offer resources to franchisees designed to supplement their own efforts to build an employer of choice culture.

Although the Board has ultimate oversight and accountability for the successful implementation of the key metrics established as part of MTY's ESG framework, it has assigned the CEO, along with the Senior Executive Team the task of executing these initiatives.

In response, the CEO has appointed Katherine Ma as Chair of the ESG Committee, who is tasked with the overall citizenship and sustainability strategy and priorities. The Board also periodically reviews, together with management, MTY's reputation as a responsible corporate citizen and its efforts to employ sustainable business practices consistent with its business purpose and values.



**Stanley Ma**

President & Chairman



**Claude St-Pierre**

Secretary



**Murat Armutlu**

Audit Committee  
Member



**Eric Lefebvre**

Chief Executive Officer



**Victor Mandel**

Chairman of Audit  
Committee



**Dickie Orr**

Audit Committee  
Member

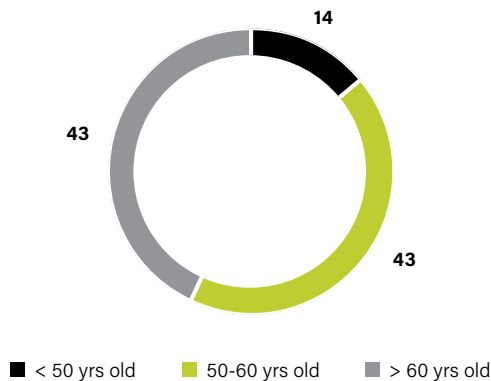


**Suzan Zalter**

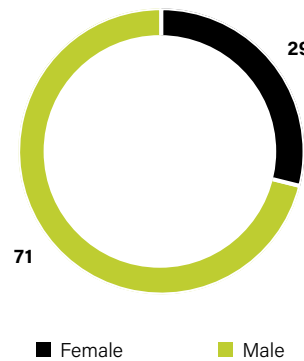
Member

**BOARD HIGHLIGHTS**

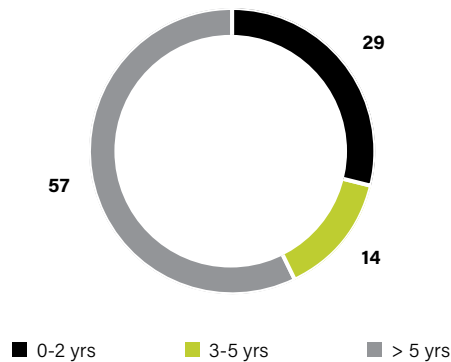
**AGE DIVERSITY**



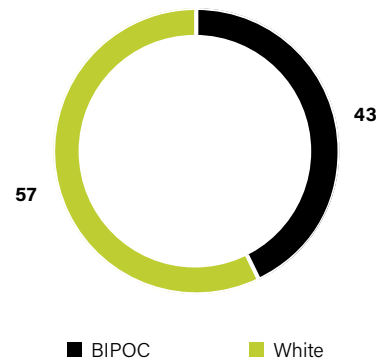
**GENDER DIVERSITY**



**TENURE OF BOARD**



**ETHNICITY**



**THE TABLE BELOW OUTLINES THE EXPERIENCE & SKILLS OF OUR BOARD MEMBERS**

EXPERIENCE	BOARD MEMBERS
M&A and Business Development	5
Real Estate	5
Securities & Regulatory	4
Capital Markets	5
Supply Chain	3
Global	5
Independent	4
Human Resource/ Compensation	3
Digital, Technology or Data Security	2
Governance Expertise	1
Financial	5
Restaurant/Food/Franchise/ Retail Industry Expertise	6
Senior Leadership or CEO/COO/CFO	5

**ESG GOVERNANCE: MANAGING RISK & OPPORTUNITY**






GRI 102-18, 102-19, 102-20, 102-21, 102-22, 102-26, 405-1 The numbers reported are for fiscal year ending November 30, 2021.

# SENIOR EXECUTIVE TEAM

While the Board of Directors is responsible for the oversight of the business, our Senior Executive Team is in charge of the execution of the strategy and the management of daily operations.

Our Senior Executive Team is committed to further advancing the many achievements laid out in this report and meeting future sustainability goals. While one of the primary objectives is to build shareholder and stakeholder value, we believe our pillars are aligned not only with these values but also with our sustainability commitments.

 <b>GENERATION</b>	<b>2</b> BABY BOOMER	<b>5</b> GEN-X
 <b>GENDER</b>	<b>5</b> MALE	<b>2</b> FEMALE
 <b>DEMOGRAPHIC LOCATION</b>	<b>5</b> CANADA	<b>2</b> UNITED STATES



**Eric Lefebvre**

Chief Executive Officer



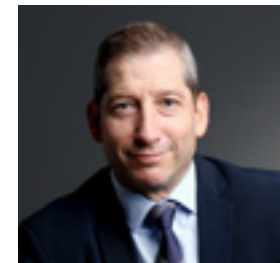
**Renée St-Onge**

Chief Financial Officer



**Marie-Line Beauchamp**

COO Casual Dining Restaurants, Canada



**Marc Benzacar**

COO Fast Casual Restaurants, Canada



**Jason Brading**

COO Quick Service Restaurants, Canada



**Nik Rupp**

COO Papa Murphy's



**Jeff Smit**

COO US Market



# MANAGEMENT APPROACH & POLICIES

Striving for a strong foundation of fundamental, non-negotiable attributes designed to sustain a safe, productive, and equitable work experience, we have employee handbooks to ensure employees have a clear understanding of MTY’s expectations around behaviors at work. They include, but are not limited to, policies required by government regulations, anti-harassment and anti-discrimination policies, our whistleblower policy and a variety of employee benefits dependent on geography. Additionally, all MTY employees follow a code of ethics outlined in MTY’s Business Conduct policy that defines unethical business practices and how to report them.



MTY is committed to strong business ethics. While it strives to consolidate its position as the franchisor of choice, MTY recognizes that fair competition is essential to maintaining the health of the global restaurant industry.

Being committed to strong business ethics involves abiding by all anti-trust laws and trade regulations, protecting confidential information and restraining from obtaining competitive information illegitimately. MTY does not use and does not permit its employees to use any improper means to obtain confidential or proprietary information or trade secrets from its competitors.

MTY also requests that its suppliers abide by the same standards. Its Supplier Code of Conduct contains a business integrity section which provides that suppliers shall restrain from engaging in any form of bribery, corruption, extortion, or embezzlement, and may not cause MTY to violate any applicable anti-bribery law or regulation. The supplier’s code of conduct also contains whistleblower protection,

accurate bookkeeping, confidentiality, grievance management and compliance with law provisions.

MTY takes pride in disclosing that it has not been a party in any legal action regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation during the disclosing period.

# MTY ESG COMMITTEE MEMBERS

An ESG committee has been established in 2021 and is responsible for ESG matters, which include topics such as environmental and supply chain sustainability, human rights, diversity and inclusion, and other ESG issues that are relevant and material to MTY. This team is also responsible for providing guidance to the Board of Directors on the aforementioned matters and performing an oversight role in shaping the Company's ESG strategy.

The Chair of the ESG committee will present quarterly updates to the Board of Directors beginning in 2022.

In 2021 the ESG Committee:

- Organized a formal training for senior management and divisional leaders regarding ESG framework, standards and insights;
- Presented to head office employees regarding ESG matters, specifically regarding the food and planet pillars via a Town Hall meeting.

83% of committee members are female

## CHAIR OF ESG COMMITTEE



**Katherine Ma**  
Vice President  
Procurement &  
Sustainability



**Clement Forget**  
Legal Counsel



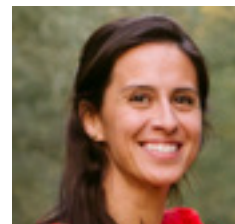
**Mina Mesi**  
Senior Director, Supply  
Chain Procurement &  
Accounts Payable



**Patricia Briere**  
Purchasing Manager



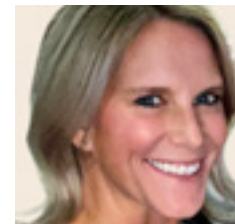
**Jennifer Garnatz**  
Senior Director  
Financial Analysis



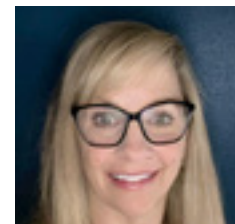
**Jenny Moody**  
General Counsel &  
Human Resources



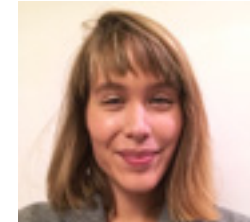
**Belinda De Luca**  
Director Procurement  
Analytics &  
Sustainability



**Kim Lane**  
Deputy General  
Counsel



**Kira Olsen**  
Director of  
Supply Chain



**Alexis Diltz**  
Director  
Communications



**Laura Lashbrook**  
Quality Assurance  
Director



**Jon Silva**  
Senior Director  
Purchasing &  
Supply Chain

# STAKEHOLDER ENGAGEMENT

We value our stakeholders and the insight they may provide to help us adapt and to stay connected to the dynamic business environment we live in. We regularly engage on key issues with these stakeholders to understand their priorities and perspectives, whether via Town Halls, strategic meetings, one-on-one discussions, social media or annual surveys. Our stakeholders include investors and shareholders, customers and communities, employees, franchisees, suppliers, government bodies and non-government organizations (NGOs).

## INVESTORS & SHAREHOLDERS

Our investors and shareholders are becoming increasingly interested in ESG issues relevant to MTY and are engaging with us on these topics.

## EMPLOYEES

Our head office, manufacturing plant employees and corporately-owned restaurant employees are the ambassadors of MTY and of our brands. We therefore believe it is critical to attract, engage and retain our team members and to create a meaningful, diverse and inclusive environment for them to thrive.

## FRANCHISEES

The success of our franchisees is crucial to our success. We therefore have dedicated team members who regularly engage with our franchisees through store visits, training and support catered to their needs.

## CUSTOMERS & COMMUNITIES

We believe it is important for our customers to have a voice and we value their opinion and ideas. We engage with them through our social media platforms and through our communication portals. We offer support to the communities in which we exist through a range of local initiatives to meet their targeted needs.

## SUPPLIERS

Our suppliers play an integral role in the impact strategy of some of our key material ESG topics such as food safety and product quality, supply chain management and environmental impact. As such, we work closely with them through meetings, workshops and in-depth discussions on how we can meet our set targets.

## GOVERNMENT BODIES

MTY monitors and is committed to abide by laws and legislations set forth by the various government bodies, whether they exist at the local, regional, municipal, provincial, state, national or global levels.

## NON-GOVERNMENTAL ORGANIZATIONS

MTY partners with several non-governmental organizations who represent the food and beverage industry on issues that are important to our business.

# OUR PEOPLE PRIORITIES

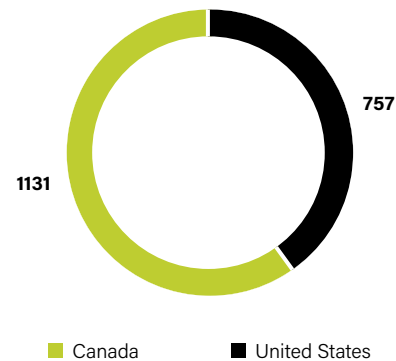


Our Company's DNA is not only felt by our Board of Directors and our Senior Management team, but throughout our entire company, via our people and our culture. We have more than 1,888 dedicated employees across our Canadian and US offices, our corporate stores and our manufacturing plants, who work to support our brands and our communities.

Our focus within our people pillar include:

- Culture & Career Development;
- Talent Retention, Acquisition & Turnover;
- Culture and Diversity, Equity, and Inclusion;
- Employee Benefits;
- Franchisee Support;
- MTY Supplier Code of Conduct;
- Supporting our Communities;
- Cybersecurity & Data Protection.

## TOTAL NUMBER OF EMPLOYEES



# CULTURE & CAREER DEVELOPMENT

We thrive when our employees thrive. Fostering a culture that embraces dedication, innovation, and excellence, and ensuring employees receive feedback and opportunities to grow their careers—while having some fun—are instrumental to our success!

Improving engagement begins by understanding how employees feel about their role, work, and the overall health of the Company. Each year, the Mercer Sirota annual engagement survey is conducted.

”

79% of our corporate employees agreed they felt engaged by their career at MTY, compared to the survey norm of 75%.\*

”

GRI 102-43, 102-44, 404, 404-2, 404-3  
\*80% of our corporate employees participated in this survey.

The composite engagement score reflects our employees' sentiment on general work satisfaction, their likelihood to recommend MTY as a place to work, their likelihood to stay, and their pride in MTY.

The survey also explores the following areas of focus:

- Agility & Innovation;
- Confidence;
- Employee Experience;
- Immediate Manager Effectiveness;
- Performance Enablement;
- Senior Leader Effectiveness;
- Strategic Focus;
- Thriving.

Insights from each annual survey are used to influence the following year's approach to people, culture, and the business.

To help fuel the desire to connect to MTY's business portfolio and strategy, each quarter, we host a MTY Town Hall to share business performance, brand highlights, upcoming employee-focused events, and recognition. More than 500 employees typically attend these sessions.

Our employees want to know what is next; they want the performance feedback required to grow their careers. At the end of the fiscal year, all employees

The numbers reported are for fiscal year ending November 30, 2021.

receive formal feedback on their annual performance and guidance on future opportunities and goals using a standard tool designed to facilitate meaningful career discussions. Then over the course of the year, leaders and employees' check-in on the progress against the goals, celebrate the successes, and remove barriers needed to push forward.

To deliver continuous career growth for all our employees and help employees to develop on the opportunities identified through our performance review program MTY offers **educational benefits**. At MTY, development happens through a blended approach to learning, combining the job experience with external learning opportunities. As such, our head office employees are eligible for educational expenses.

## LEADERSHIP DEVELOPMENT

Preparing our employees to lead is paramount to our current and future success. In 2021, MTY launched a pilot Emerging Leader program. The program teaches tools, skills, and habits demonstrated by highly successful leaders. It offers employees the opportunity to explore core leadership concepts to better lead themselves and others. The program graduated nine employees across Canada and the United States in 2021.

## TRAINING

We see immense value in equipping employees with the skills and knowledge they need to thrive in the fast-paced evolution of the Company and of MTY brands they support. Positions, roles, responsibilities and career paths are defined to retain and develop employees from within. The training resources they provide to support their employees and franchisees reflect the unique culture and needs of MTY and its brands.

Across MTY, team members were required to take monthly online cybersecurity training courses to enhance information technology security awareness and to protect Company and personal data. Team members were also required to complete a course aimed at preventing workplace harassment and promoting knowledge of diversity, equity, and inclusion and its importance to our work culture.

Team members were invited to participate in one of twenty virtual learning sessions in a series titled “Bake It Up a Notch”. The sessions covered individual performance and management and leadership soft skills. In 2021, more than 425 team members took part in a session.

## CULTURE

To cultivate curiosity and dedication, we established a Social Committee—also known as the “Fun Committee”—with representation from Canada and the United States. The mission of the committee is to bring people together with collaborative and engaging team building opportunities to foster positive relationships and spread joy. The activities are held virtually to promote equal accessibility.

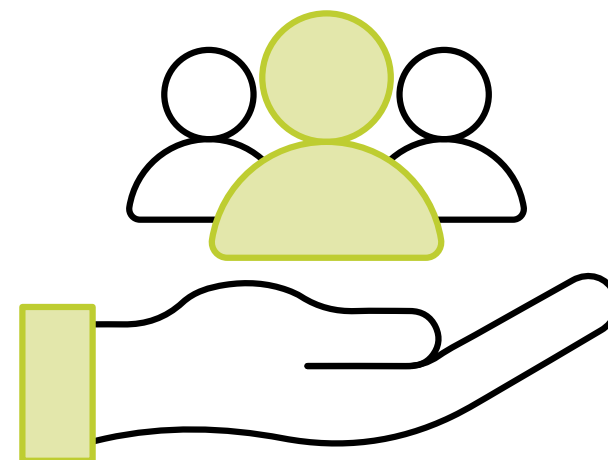
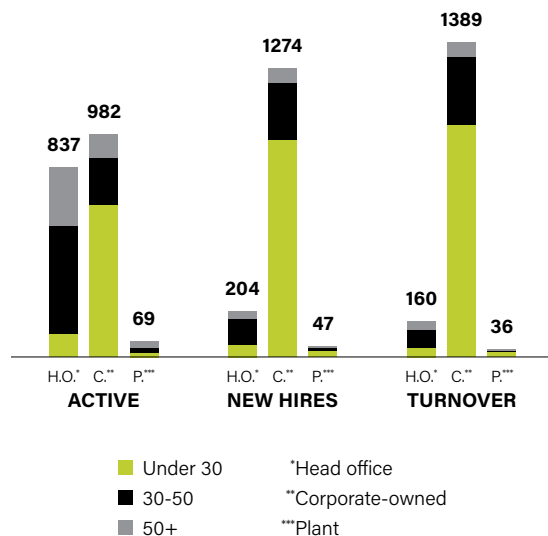


# TALENT RETENTION, ACQUISITION & TURNOVER

Talent acquisition and retention is critical to our growth and success. We have thus worked on refining our onboarding and training of new hires. We also have programs and benefits in place to develop, support and incentivize our talented team members. We are committed to building a diverse and inclusive team, where growth opportunities and compensation are based on an individual's merit, potential and skill set. Through these various programs and support we offered to our employees, we proudly promoted 96 internal team members across our corporate offices in 2021.

Within our Canadian team, 100% of employees who took parental leave in 2021 returned to work. Of the employees who returned from parental leave in 2020, 70% of them remained employed by MTY after 12 months of returning to work.

**EMPLOYEE COUNT BY AGE GROUP  
(CANADA & US)**



**ETHNICITY BREAKDOWN (US)**

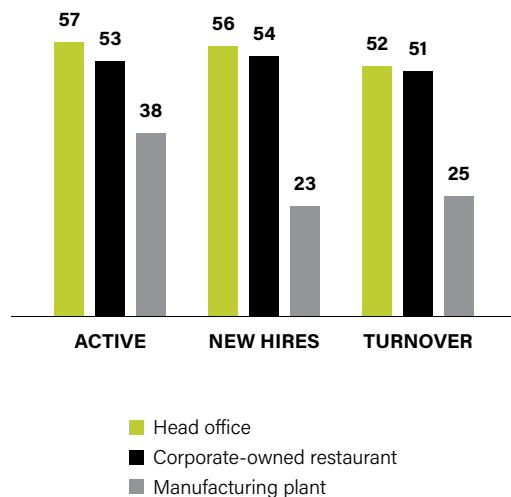
**ETHNICITY BREAKDOWN (CANADA)**

	ETHNICITY	HEAD OFFICE EMPLOYEES (%)	CORPORATE-OWNED RESTAURANT EMPLOYEES (%)	ETHNICITY	ACTIVE HEAD OFFICE EMPLOYEES (%)
<b>ACTIVE</b>	White	79	50	White	64
	Hispanic or Latino	8	28	Asian	12
	Black or African American	5	12	Middle Eastern	9
	Asian	5	1	Two or more races	8
	Two or More Races	2	6	Hispanic or Latino	3
	Native Hawaiian or Other Pacific Islander	1	1	Black or African American	3
	American Indian or Alaska Native	0	2	American Indian or Alaska Native	1
<b>NEW HIRES</b>	White	81	41	Native Hawaiian or Other Pacific Islander	1
	Black or African American	7	12		
	Hispanic or Latino	5	40		
	Asian	5	2		
	Two or More Races	1	3		
	Native Hawaiian or Other Pacific Islander	1	0		
	American Indian or Alaska Native	0	2		
<b>TURNOVER</b>	White	80	55		
	Hispanic or Latino	8	28		
	Black or African American	4	10		
	Asian	4	1		
	Two or More Races	2	5		
	American Indian or Alaska Native	2	2		
	Native Hawaiian or Other Pacific Islander	0	0		



# CULTURE AND DIVERSITY, EQUITY & INCLUSION

**% WOMEN (CANADA & US)**



## CULTURE

Dedication is a core MTY value and demonstrating our dedication to cultivating diversity, access and equity, and providing a workplace free from discrimination and all forms of harassment is instrumental to our success. These values improve our business and ensure we maintain an inclusive working environment for all employees. We prioritize our employee benefits to enhance their health, careers, and overall well-being.

## DIVERSITY, EQUITY & INCLUSION (DEI)

In 2021, we committed to our employees an intent to work with a 3<sup>rd</sup> party stakeholder in 2022 to review our current diversity, equity and inclusion practices and efforts, and explore opportunities for improvement.

## OUR POLICIES

MTY does not discriminate against any protected status. Our policies apply to all our employment practices, including recruiting, hiring, pay, performance reviews, training and development, promotions, and other terms and conditions of employment.

Across all brands, corporate staff employees are required to complete a harassment prevention course annually and they have access to the following virtual courses designed to foster a healthy, inclusive, and safe workplace: Workplace Diversity, Inclusion & Sensitivity, Unconscious Bias, and Microaggressions in the Workplace.

We prohibit workplace discrimination and all forms of harassment, including sexual harassment. We have strict policies against workplace conduct that violates any law, makes someone feel unwelcome, or is otherwise a distraction from doing a job to the best of their ability. Employees who violate our policies designed to prevent this kind of egregious behavior, or the law are subject to discipline, which could include termination.

# EMPLOYEE BENEFITS

Growing and nurturing our culture requires we place constant attention on ensuring our team members have access to programs, tools, and resources designed to enhance their health, careers, and overall well-being.

## HEALTHCARE



We know good health is critical to team member engagement.



In Canada, full-time employees are eligible to elect family, single, couple or single parent Group Insurance Benefits from their start date of hire. This coverage includes Life Insurance, Long-Term Disability, Accidental Death and Dismemberment, Dependents Group Life, Health, Dental and Vision options.

In the United States, full-time team members, their spouses, and dependents are eligible for health

GRI 401, 401-2, 403-3, 403-6, 403-7, 403-8, 403-9, 403-10

insurance the first of the month following their date of hire. We offer a variety of affordable medical, dental, and vision insurance plans. Additionally, team members have access to Life, Accidental Death and Dismemberment, Long and Short-term Disability insurance plans. Depending on the brand, some of these supplemental benefits are company-paid.

## EMPLOYEE REFERRAL PROGRAM

At MTY, in an effort to involve all employees in the recruitment process, we encourage internal teams to identify within their network, exceptional, talented and committed candidates who are recognized in their field of employment, and who would like to be part of our team.

In appreciation of their efforts to promote career opportunities, a bonus is to be paid for each referral that leads to a successful hiring.

## WORKPLACE FLEXIBILITY

MTY recognizes the importance flexibility plays in the lives of our team members. The COVID-19 pandemic changed the way we work and showed us our team members produce great work in and outside of the traditional office setting. Head office team members have the option to work fully-remote,

hybrid, or full-time in-office in response to the COVID-19 pandemic.

## PAID TIME OFF

We believe time away from work is instrumental to the health and well-being of our team members. All full-time employees in Canada and the United States receive at least 10 paid holidays and accrue at least 15 days of paid time off. In Canada, team members are also provided 5 sick days.

## EMPLOYEE ASSISTANCE PROGRAM

All MTY team members have access to an Employee Assistance Program. Whether in Canada or the United States, the Employee Assistance Program offers team members confidential access to resources like psychological, financial, and general well-being support.

## RETIREMENT SUPPORT

In Canada, our employee stock purchase program includes a company match of contributions made by employees.

In the United States, our 401(k) includes a company match of contribution made by employees. Both regular pre-tax deferral and Roth post-tax deferral options are available.

# FRANCHISEE SUPPORT

“

Our franchisees strive to provide exceptional guest service and be an employer of choice. As we drive to be a Franchisor of Choice, we want to provide our franchisees with the tools and resources they need to meet and exceed their business goals.

”

## BUSINESS PERFORMANCE

All brands provide field operations support to our franchisees. Their objective is to help franchisees drive profitable sales. These employees partner with our franchisees to:

- Offer business coaching and training;
- Provide operational updates and coaching on how to implement;
- Provide direct communication channels between franchise owners and the brand.

## RECRUITMENT & RETENTION

In Canada, franchisees are provided access to Foreign Workers programs to help franchisees with hiring and retention of employees.

In the United States, franchisees are offered training on best practice for recruiting and retaining employees, and where applicable, 3<sup>rd</sup> party vendors are vetted, and volume pricing negotiated for franchisees on services designed to expedite the recruitment, onboarding, and payroll processes.



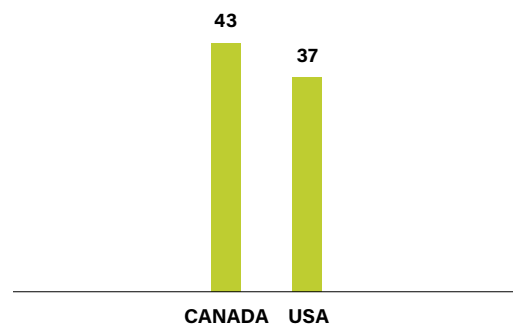
# MTY SUPPLIER CODE OF CONDUCT

MTY has deep rooted values that run through the actions, decisions and approach of each team member within the internal organizations. These values are:

- We are devoted to an excellent guest experience;
- We are dedicated to our people;
- We are committed to strong business ethics;
- We operate on a profitable business model;
- We are dedicated to reducing our environmental impact;
- We strive to continuously innovate.

As these values are of utmost importance, we would like to ensure our suppliers' values are aligned with ours. We have therefore created a MTY Supplier Code of Conduct.

**% OF VENDORS WHO SIGNED OUR SUPPLIER CODE OF CONDUCT**



## THE PURPOSE OF OUR MTY SUPPLIER CODE OF CONDUCT IS TO ENSURE MTY'S SUPPLIERS UNDERTAKE TO:

- Act with integrity, comply with labor practices;
- Abide by health and safety regulations;
- Meet the standards and promote the principles outlined in our Code of Conduct;
- Comply with the 3 pillars of sustainability of Food, Planet and People, in line with MTY's commitments to them.

## THE GOALS OF THIS CODE OF CONDUCT ARE:

- To work towards sourcing sustainable products for our brands;
- To ensure suppliers are assessed and undertake to comply with our Code annually;
- To ensure our suppliers hold their supply chain, including their sub-contractors and affiliates, to the same standards.

## THE SUPPLIER CODE OF CONDUCT IS MADE UP OF THREE SECTIONS:

### • Business Integrity

This section addresses issues such as ensuring our suppliers represent to MTY they are in compliance with, anti-bribery laws, whistleblower protection, accurate bookkeeping, confidentiality and grievance management.

### • Human Rights

This section talks about freedom of association, freedom from discrimination, harassment, or abuse, fair wages and benefits, employment status, commitment from suppliers that they do not employ underage labor and assurance of proper working hours and sufficient rest days.

### • Workplace Environment

This section helps to ensure our suppliers offer safe and healthy working conditions for their employees and that they have a plan for the reduction of environmental impact.

# SUPPORTING OUR COMMUNITIES

Wherever our restaurants are located, we feel the sense of belonging with the people who make up the surrounding communities. Whether through visiting our locations to create new memories with loved ones, or to celebrate a birthday or milestone, or simply to share a meal, we are grateful for the support. We also feel it is important to reciprocate the support to our communities through various fundraising efforts. Below are a few of these efforts during our 2021 fiscal year.

- Breakfast Club of Canada;
- Friends of We Care;
- Anorexia & Bulimia of Quebec (ANEB);
- Operation Enfant Soleil.

A few of our initiatives include:

- Supporting local sports teams;
- Food donations to hospitals, schools, food banks, senior homes & other organizations.



**MORE THAN**  
**\$580,000**  
**OF COMBINED, DOCUMENTED FUNDRAISING**  
**EFFORTS TO SUPPORT OUR LOCAL COMMUNITIES**  
**(EXCLUDING FOOD DONATIONS)**

A few of the organizations we support include:

- Best Buddies;
- Front-line healthcare workers;




**ONETREEPLANTED**  
**3,750 TREES**  
**PLANTED THROUGH ONE TREE PLANTED BY**  
**THAI EXPRESS' SUPPORT**



# CYBERSECURITY & DATA PROTECTION

Supporting our people and our community also involves a commitment to the protection and responsible use of the information relating to them.

## GOVERNANCE

Oversight and accountability for cyber security and data protection ultimately resides with the Board of Directors. The Board appoints a management team to manage these issues on a continuous basis. The Company's top managers (including the CEO and CFO) are responsible for providing guidance on the Company's risk appetite and business environment, allocating funding for the Company's various cyber security and data protection programs, and overseeing the individuals tasked with managing strategy and operations for information technology, cyber security, and data privacy.

Key roles under the Senior Executive team include the VP of Global IT and the Senior Director of Cyber Security and IT Compliance. The VP of Global IT reports to the CFO and oversees information technology across all MTY divisions, including end-user support, store systems, infrastructure, cyber security, and data architecture. The Senior Director of

Cyber Security and IT Compliance serves as the CISO equivalent for MTY and reports to the VP of Global IT. This role manages cyber security strategy, policy, and operations across all MTY divisions. Also reporting to the VP of Global IT are various IT Directors responsible for implementing security controls and maintaining secure systems in accordance with the guidance issued by the Senior Director of Cyber Security & IT Compliance.

creation and ongoing management of an enterprise cyber security program applicable to all MTY entities, both current and future. The charter is designed to ensure a common baseline of security across the enterprise and authorizes the Senior Director of Cyber Security and IT Compliance to issue security policies, perform security assessments, and manage security incidents. Supplemental cyber security policies may exist under specific divisions provided they meet or exceed the enterprise standards. Franchisees are provided with recommendations regarding security technologies such as firewalls and are expected to adhere to all applicable laws and regulations.

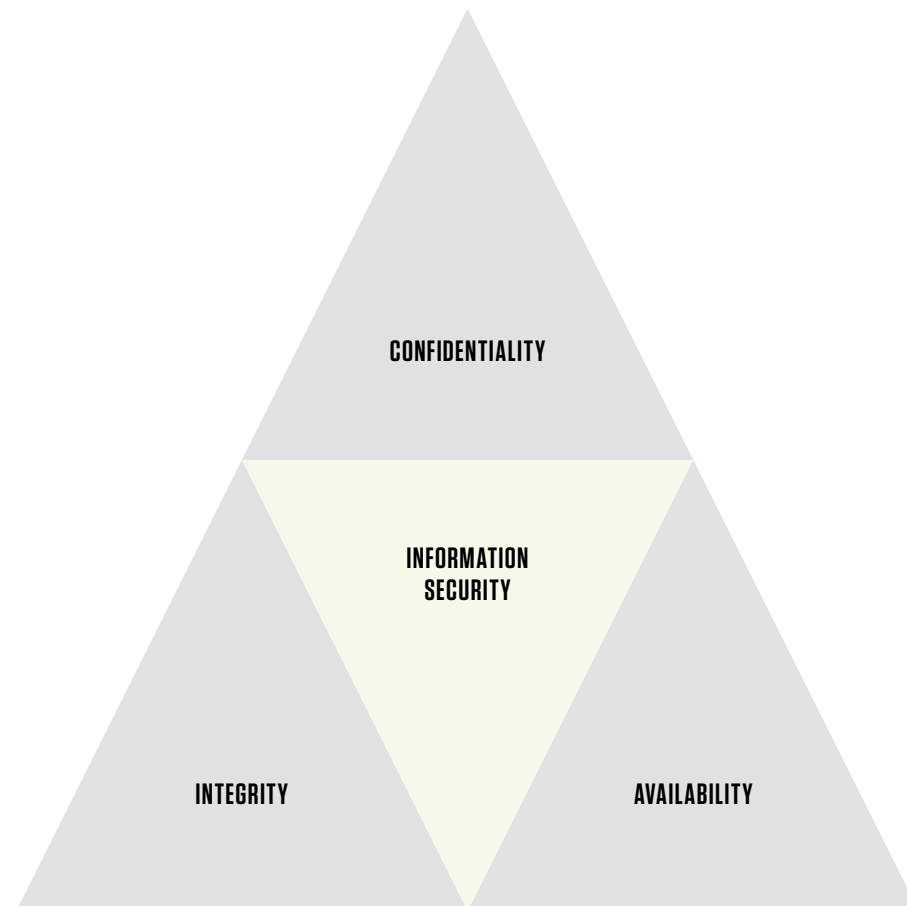


The Company maintains an Information Security Charter signed by the CEO that formally sanctions the

## STRATEGY

MTY relies heavily on information systems for management of its supply chain, accounting, payment of obligations, collection of cash, credit and debit card transactions, and other processes and procedures. In the course of conducting business, the Company collects and processes various types of information, and the Company strives to protect this information in accordance with industry best practices and applicable laws and regulations.

The Company's current cyber security strategy focuses on establishing and developing enterprise-wide capabilities to help safeguard the confidentiality, integrity, and availability of information. Due to the Company's expansive growth via acquisitions in recent years, the strategy involves centralizing the cyber security function and establishing foundational capabilities across all MTY divisions. The Company is executing a multi-year security roadmap to implement baseline measures across the enterprise with additional safeguards for higher risk locations, systems, and data.



## RISK MANAGEMENT

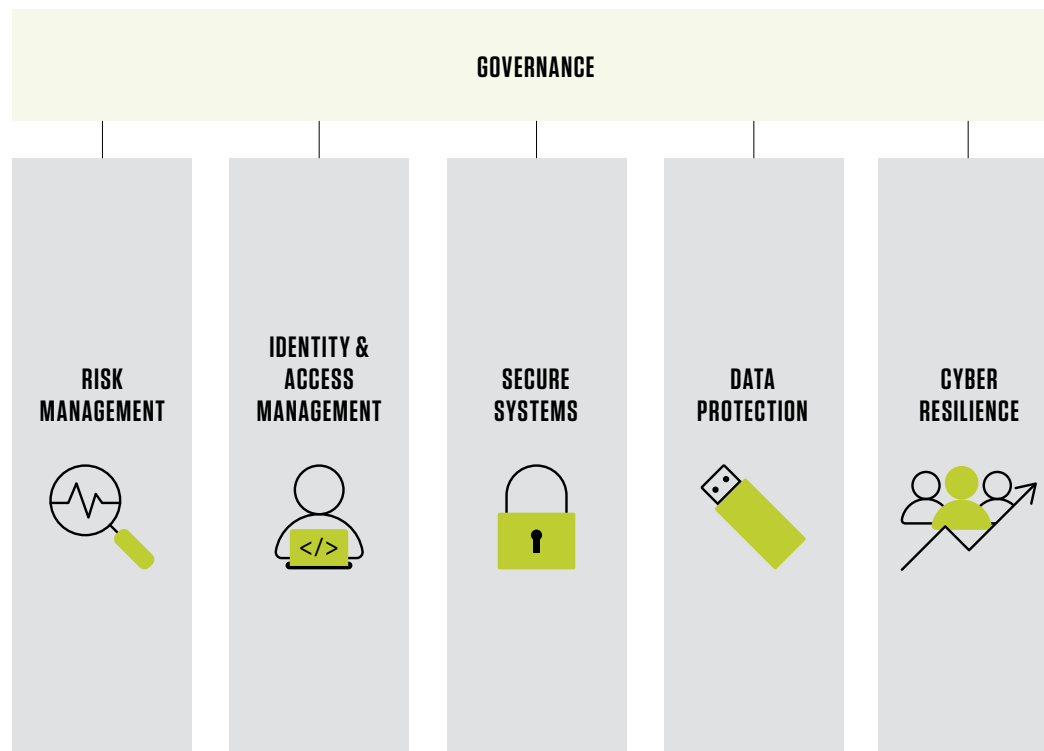
MTY leverages common industry frameworks such as the NIST CSF and CIS Controls to help manage its cyber security program. When prioritizing security initiatives and designing controls, the Company considers various inputs, such as internal and external threats, operational and financial risks, compliance requirements, and industry best practices.

The Company is actively working to mature its cyber culture and become more proactive and resilient. All corporate employees and contractors are required to complete periodic security awareness training which covers topics such as phishing, how to safeguard sensitive information, and steps to take during a suspected security incident.

The Company recently implemented measures that enhanced its disaster recovery capabilities and better secured its network and endpoints. These improvements included the deployment of new technologies and the onboarding of third-party security service providers that perform 24x7 system monitoring.

The Company plans to deliver continuous improvements throughout 2022, notably in the areas of Governance, Risk, and Compliance; Identity and Access Management; Data Protection; Application Security; Cloud Security; Vulnerability Management; and Incident Response.

## MTY CYBER RISK MANAGEMENT FRAMEWORK





# ROADMAP FOR OUR PEOPLE PILLAR

## 2022

To report on the diversity breakdown of our head office employees by 2022.

## 2023

- To evaluate our current diversity, equity and inclusion practices and efforts, identify and explore opportunities for improvement and engage with a third-party firm to set a DEI strategy by 2023;
- To mandate head office employee training for Diversity, Equity and Inclusion, and Cybersecurity and Data Protection and to report on the average hours of training per year per employee by 2023;
- Employees will be encouraged to participate in one or more events designed to benefit a charitable organization as of 2023. Employees will be paid for their time and have the ability to request accommodation, if necessary.

## CYBERSECURITY & DATA

MTY is leveraging leading security ratings agencies to benchmark its security posture relative to industry peers. By mid-2022, we aim to be among the top 50% of industry peers.

We are investing in people, processes, and technologies that will improve its ability to measure and report on security risks. As we expand and mature our cyber security program, we will track Key Risk Indicators (KRIs) and security metrics. Examples of future KRIs and metrics will likely include topics such as:

- Security Awareness Training;
- Phishing Simulation Results;
- Asset Information;
- Security Controls Efficacy;
- Vulnerability Remediation;
- Incident Response.

# FORWARD-LOOKING STATEMENT

This report contains certain statements relating to our food, planet and people goals, as well as other statements of our expectations and plans, are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements other than statements of historical or current facts, including statements regarding our plans, initiatives, projections, goals, commitments, or expectations are forward-looking. We use words such as “anticipate”, “intend”, “aim”, “believe”, “commit”, “plan”, “estimate”, “strive”, “target”, “seek”, “project”, “expect”, “may”, “will” or similar expressions to identify forward-looking statements. Forward-looking statements reflect management’s current expectations and are based on information available to us at the time the statements were made and we assume no obligation to update these forward-looking statements. These statements inherently involve risks and uncertainties and actual results could differ materially due to various factors, including evolving sustainability strategies, expectations not being realized, evolving government regulations, or other changes in circumstances. The statements and commitments made throughout this report may not be applicable for brand acquisitions made by MTY after this report is published.

# SASB & GRI 2021 INDEX

The Global Reporting Initiative (GRI) is an international independent standards organization helping businesses, governments and other organizations understand and communicate their impact on issues such as climate change, human rights and corruption. The Sustainability Accounting Standards Board (SASB) identifies the subset of ESG issues most relevant to the financial performance in 77 industries. The ESG topics are industry specific and are developed based on extensive feedback from companies, investors and the market.

The 2021 MTY Sustainability Report aligns with the GRI and SASB frameworks set forth by both initiatives and the following tables outline the metrics that have been addressed and disclosed upon. This report has been prepared in accordance with the GRI Standards: Core option.

# SASB INDEX

**TABLE 1. SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS**

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
Food Safety	(1) Percentage of restaurants inspected by a food safety oversight body.	Quantitative	Percentage (%)	FB-RN-250a.1	(1) 100% of our restaurants are regularly inspected by a MTY health and safety team member and by provincial, regional or state-run health inspection agencies. Food Safety: Audits (page 17)
	(1) Number of recalls issued and (2) total amount of food product recalled.	Quantitative	Number, Metric tons (t)	FB-RN-250a.2	(1) In 2021, MTY had 4 food-related recalls in Canada and 1 voluntary supplier food-related recall in the U.S. None of the recalls are for private label products. MTY has a robust product recall and communication plan in place allowing us to react quickly and efficiently to recalls. (2) The total tonnage recalled in Canada was approximately 18,000 kg. The tonnage of the recall for the US is not available. Product Recall & Communication Plan (page 18)
	Number of confirmed foodborne illness outbreaks, percentage resulting in U.S. Centers for Disease Control and Prevention investigation.	Quantitative	Number, Percentage (%)	FB-RN-250a.3	There were no confirmed illness outbreaks resulting in U.S. Centers for Disease Control and Prevention (CDC) investigation during the reporting year.
Nutritional Content	(1) Percentage of meal options consistent with national dietary guidelines and (2) revenue from these options.	Quantitative	Percentage (%), Reporting currency	FB-RN-260a.1	80% of our brands publish, or make accessible, the allergen cards of their menus to our guests. 73% of our brands publish their nutritional information. By 2024, we aim to have all brands publish their nutritional information, including their allergen cards.
	(1) Percentage of children's meal options consistent with national dietary guidelines for children.	Quantitative	Percentage (%), Reporting currency	FB-RN-260a.2	(1) Of our brands offering kids menus 45% of the offerings meet the dietary guidelines. However, our guests have the option of customizing their choices to meet their needs and dietary choices. We aim to have 80% of these children menus meet the dietary guidelines by 2024. Marketing & Communications (page 20)
	Number of advertising impressions made on children, percentage promoting products that meet national dietary guidelines for children.	Quantitative	Number, Percentage (%)	FB-RN-260a.3	We follow Canadian and US guidelines to limit marketing to children. Marketing & Communications (page 20)

The numbers reported are for fiscal year ending November 30, 2021.

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
Labor Practices	(1) Voluntary and (2) involuntary turnover rate for restaurant employees.	Quantitative	Rate	FB-RN-310a.1	We did not track the voluntary versus involuntary turnover rate for restaurant employees during this reporting year, but the combined turnover rate is 141%.
	(1) Average hourly wage, by region and (2) percentage of restaurant employees earning minimum wage, by region.	Quantitative	Reporting currency, Percentage (%)	FB-RN-310a.2	We are targeting to bring the minimum hourly wage to \$15/hour by May 1, 2023 in the US. In Canada, the average hourly wage was \$14.76 in 2021. We are targeting to bring the minimum hourly wage to \$15/hour by 2022.
	Total amount of monetary losses as a result of legal proceedings associated with (1) labor law violations and (2) employment discrimination.	Quantitative	Reporting currency	FB-RN-310a.3	We did not have any monetary losses as a result of legal proceedings associated with labor law violations and employment discrimination in 2021.
Supply Chain Management & Food Sourcing	Percentage of food purchased that (1) meets environmental and social sourcing standards and (2) is certified to third-party environmental and/or social standards.	Quantitative	Percentage (%) by cost	FB-RN-430a.1	MTY Supplier Code of Conduct (page 44)
	Percentage of (1) eggs that originated from a cage-free environment and (2) pork that was produced without the use of gestation crates.	Quantitative	Percentage (%) by number, Percentage (%) by weight	FB-RN-430a.2	We are committed to work with our suppliers to only use eggs from free-range hens by 2025, where possible. Roadmap for our Planet Pillar (page 28)
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare.	Discussion and Analysis	n/a	FB-RN-430a.3	Animal Welfare (page 26)

**TABLE 2. ACTIVITY METRICS**

ACTIVITY METRIC	CATEGORY	UNIT OF MEASURE	CODE	RESPONSE
Number of (1) company-owned and (2) franchise restaurants.	Quantitative	Number	FB-RN-000.A	(1) On November 30, 2021, MTY had 93 company-owned restaurants. (2) On November 30, 2021, MTY had 6,603 franchise restaurants.
Number of employees at (1) company-owned and (2) franchise locations.	Quantitative	Number	FB-RN-000.B	(1) On November 30, 2021, MTY had 986 corporate-owned restaurant employees in Canada and the U.S. (2) We do not track the number of employees at franchise-owned restaurant locations.

The numbers reported are for fiscal year ending November 30, 2021.

# GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GRI 101: FOUNDATION 2016</b>			
<b>GRI 102: GENERAL DISCLOSURES 2016</b>			
Organizational profile	102-1	Name of the organization	MTY Food Group Inc. About This Report (page 4)
	102-2	Activities, brands, products and services	About MTY (pages 6-8)
	102-3	Location of headquarters	About MTY (pages 6-8)
	102-4	Location of operations	About MTY (pages 6-8)
	102-5	Ownership and legal form	About MTY (pages 6-8)
	102-6	Markets served	AIF. About MTY (pages 6-8)
	102-7	Scale of organization	MD&A. F/S. Information Circular. About MTY (page 6)
	102-8	Information on employees and other workers	Our People Priorities (page 36) Talent Retention, Acquisition & Turnover (page 39) Culture and Diversity, Equity & Inclusion (page 41)
	102-9	Supply chain	Supply Chain Priorities & Oversight (page 12)
	102-10	Significant changes to the organization and its supply chain	Information Circular, MD&A
	102-11	Precautionary Principle or approach	MTY does not have an official policy as it pertains to the precautionary principle, but we do assess risk across our organization.
	102-12	External initiatives	Stakeholder Engagement (page 35)
	102-13	Membership of associations	MTY is a member of Restaurants Canada, National Restaurant Association, Institute of Finance Management (IOFM)

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GENERAL DISCLOSURES (CONT'D)</b>			
Strategy	102-14	Statement from senior decision-maker	A Letter from our CEO, Eric Lefebvre (page 5)
	102-15	Key impacts, risks and opportunities	Materiality Assessment (page 10) Roadmap for our Food Pillar (page 21) Roadmap for our Planet Pillar (page 28) Roadmap for our People Pillar (page 49)
Ethics & integrity	102-16	Values, principles, standards, and norms and behavior	MTY Employee Handbook MTY Supplier Code of Conduct (page 44)
	102-17	Mechanisms for advice and concerns about ethics	MTY Employee Handbook MTY Supplier Code of Conduct (page 44)
Governance	102-18	Governance structure	MTY Information circular, pages 12-20. Our Board of Directors (pages 30-31)
	102-19	Delegating authority	Our Board of Directors (pages 30-31)
	102-20	Executive-level responsibility for economic, environmental, and social topics	Our Board of Directors (pages 30-31) MTY ESG Committee Members (page 34)
	102-21	Consulting stakeholders on economic, environmental, and social topics	Our Board of Directors (pages 30-31) MTY ESG Committee Members (page 34)
	102-22	Composition of the highest governance body and its committees	MTY information circular (pages 9-18) Our Board of Directors (pages 30-31)
	102-23	Chair of the highest governance body	MTY information circular (page 9)
	102-24	Nomination and selecting the highest governance body	MTY information circular (page 15)
	102-25	Conflicts of interest	MTY information circular (page 11)
	102-26	Role of highest governance body in setting purpose, values, and strategy	Our Board of Directors (pages 30-31) Management Approach & Policies (page 33)
102-27	Collective knowledge of highest governance body	MTY ESG Committee Members (page 34)	



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GENERAL DISCLOSURES (CONT'D)</b>			
Governance	102-31	Review of economic, environmental, and social topics	MTY ESG Committee Members (page 34)
	102-32	Highest governance body's role in sustainability reporting	About This Report (page 4)
	102-33	Communicating critical concerns	Our internal controls are discussed at the audit committee meetings on a quarterly basis. The Chair our of Audit Committee also has quarterly calls with the relevant internal and external stakeholders.
	102-35	Remuneration policies	MTY information circular (pages 22-32)
	102-36	Process for determining remuneration	MTY information circular (pages 22-32)
	102-37	Stakeholders' involvement in remuneration	MTY information circular (pages 22-32)
Stakeholder Engagement	102-40	List of stakeholder groups	Stakeholder Engagement (page 35)
	102-41	Collective bargaining agreements	3.4% of our employees are covered by a collective bargaining agreement (65 employees out of our 1,888 employees across our Canadian and US offices, our corporate stores and our manufacturing plants. These 65 staff members are employed by one of our manufacturing plants.
	102-42	Identifying and selecting stakeholders	Stakeholder Engagement (page 35)
	102-43	Approach to stakeholder engagement	Stakeholder Engagement (page 35) Culture & Career Development (page 37)
	102-44	Key topics and concerns raised	COVID-19 Response (page 9) Handling Complaints (page 18) Culture & Career Development (page 37)

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GENERAL DISCLOSURES (CONT'D)</b>			
Reporting Practices	102-45	Entities included in the consolidated financial statements	Consolidated Financial Statements of MTY Food Group Inc. (page 15)
	102-46	Defining report content and topic Boundaries	About This Report (page 4) Materiality Assessment (page 10)
	102-47	List of material topics	Materiality Assessment (page 10)
	102-48	Restatement of information	This report is MTY's first sustainability report.
	102-49	Changes in reporting	This report is MTY's first sustainability report.
	102-50	Reporting period	About This Report (page 4)
	102-51	Date of most recent report	This report is MTY's first sustainability report.
	102-52	Reporting cycle	About This Report (page 4)
	102-53	Contact point for questions regarding the report	About This Report (page 4)
	102-54	Claims of reporting in accordance with the GRI standards	About This Report (page 4) SASB & GRI 2021 Index (page 51)
	102-55	GRI content index	Pages 55-66
	102-56	External assurance	We do not currently use external stakeholders, but this report is reviewed by various internal stakeholders and by the Board of Directors.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GRI 200: ECONOMIC</b>			
GRI 201: Economic Performance 2016	103-1	Explanation of material topic and its Boundary	Consolidated Financial Statements of MTY Food Group Inc.
	103-2	The management approach and its components	Consolidated Financial Statements of MTY Food Group Inc.
	103-3	Evaluation of the management approach	Consolidated Financial Statements of MTY Food Group Inc.
	201-1	Direct economic value generated and distributed	Consolidated Financial Statements of MTY Food Group Inc.
	201-4	Financial assistance received from government	Consolidated Financial Statements of MTY Food Group Inc. (page 30)
GRI 205: Anti-corruption 2016	103-1	Explanation of material topic and its Boundary	MTY Supplier Code of Conduct (page 44)
	103-2	The management approach and its components	MTY Supplier Code of Conduct (page 44)
	103-3	Evaluation of the management approach	MTY Supplier Code of Conduct (page 44)
	205-3	Confirmed incidents of corruption and actions taken	There are no confirmed incidents of corruption during 2021.
GRI 206: Anti-competitive behavior 2016	103-1	Explanation of material topic and its Boundary	MTY Employee Code of Conduct
	103-2	The management approach and its components	MTY Employee Code of Conduct
	103-3	Evaluation of the management approach	MTY Employee Code of Conduct
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	No legal actions were taken for anti-competitive behavior, anti-trust or monopoly practices in 2021.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GRI 300: ENVIRONMENTAL</b>			
GRI 301: Materials 2016	103-1	Explanation of material topic and its Boundary	Materiality Assessment (page 10) Our Strategy and Management Approach on the Planet (page 23) Packaging (page 24) Canadian Packaging Timeline (page 25) Waste Management (page 27)
	103-2	The management approach and its components	Materiality Assessment (page 10) Our Strategy and Management Approach on the Planet (page 23) Packaging (page 24) Canadian Packaging Timeline (page 25) Waste Management (page 27)
	103-3	Evaluation of the management approach	Materiality Assessment (page 10) Our Strategy and Management Approach on the Planet (page 23) Packaging (page 24) Canadian Packaging Timeline (page 25) Waste Management (page 27)
GRI 305: Emissions 2016	103-1	Explanation of material topic and its Boundary	Roadmap for our Planet Pillar (page 28)
	103-2	The management approach and its components	Roadmap for our Planet Pillar (page 28)
	103-3	Evaluation of the management approach	Roadmap for our Planet Pillar (page 28)
GRI 306: Waste 2020	103-1	Explanation of material topic and its Boundary	Waste Management (page 27)
	103-2	The management approach and its components	Waste Management (page 27)
	103-3	Evaluation of the management approach	Waste Management (page 27)
GRI 308: Supplier Environmental Assessment 2016	103-1	Explanation of material topic and its Boundary	Materiality Assessment (page 10)
	103-2	The management approach and its components	Materiality Assessment (page 10)
	103-3	Evaluation of the management approach	Materiality Assessment (page 10)
	308-1	New supplier that were screened using environmental criteria	Food Safety: Supplier Intervention & Food Storage (page 14) Animal Welfare (page 26) MTY Supplier Code of Conduct (page 44)

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>GRI 400: SOCIAL</b>			
GRI 401: Employment	103-1	Explanation of material topic and its Boundary	Employee Benefits (page 42)
	103-2	The management approach and its components	Employee Benefits (page 42)
	103-3	Evaluation of the management approach	Employee Benefits (page 42)
	401-1	New employee hires and employee turnover	Talent Retention, Acquisition & Turnover (page 39)
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits (page 43)
	401-3	Parental leave	Talent Retention, Acquisition & Turnover (page 39)
	GRI 402: Labor/ Management Relations 2016	103-1	Explanation of material topic and its Boundary
103-2		The management approach and its components	
103-3		Evaluation of the management approach	
402-1		Minimum notice periods regarding operational changes	We comply with applicable national and/or local legal requirements for minimum notice periods regarding significant operational changes. We only have unionized employees at one of our manufacturing plants. The notice provided to these unionized employees on changes depends on the situation or change and the notice periods are stipulated in the Collective Union Agreement.

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>SOCIAL (CONT'D)</b>			
GRI 403: Occupational Health & Safety 2018	103-1	Explanation of material topic and its Boundary	Materiality Assessment (page 10) MTY Supplier Code of Conduct (page 44) Food Safety (page 13) MTY Employee Handbook
	103-2	The management approach and its components	Materiality Assessment (page 10) MTY Supplier Code of Conduct (page 44) Food Safety (page 13) MTY Employee Handbook
	103-3	Evaluation of the management approach	Materiality Assessment (page 10) MTY Supplier Code of Conduct (page 44) Food Safety (page 13) MTY Employee Handbook
	403-1	Occupational health and safety management system	Food Safety: Education & Training (page 15) MTY Supplier Code of Conduct (page 44) Food Safety (page 13)
	403-2	Hazard identification, risk assessment, and incident investigation	Food Safety: Audits (page 17) Food Safety: Education & Training (page 15)
	403-3	Occupational health services	Food Safety (page 13) Employee Benefits (page 42) Food Safety: Education & Training (page 15)
	403-4	Worker participation, consultation, and communication on occupational health and safety	Food Safety: Audits (page 17)
	403-5	Worker training on occupational health and safety	Food Safety: Education & Training (page 15) Food Safety: Audits (page 17) MTY Employee Handbook
	403-6	Promotion of worker health	Food Safety: Education & Training (page 15) Employee Benefits (page 42) MTY Employee Handbook

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>SOCIAL (CONT'D)</b>			
GRI 403: Occupational Health & Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	MTY Supplier Code of Conduct (page 44) Food Safety: Audits (page 17) Employee Benefits (page 42)
	403-8	Workers covered by an occupational health and safety management system	Employee Benefits (page 42)
	403-9	Work-related injuries	Employee Benefits (page 42)
	403-10	Work-related ill health	Employee Benefits (page 42)
GRI 404: Training & Education 2016	103-1	Explanation of material topic and its Boundary	Food Safety: Education & Training (page 15) Culture & Career Development (pages 37-38) Franchisee Support (page 44)
	103-2	The management approach and its components	Food Safety: Education & Training (page 15) Culture & Career Development (pages 37-38) Franchisee Support (page 44)
	103-3	Evaluation of the management approach	Food Safety: Education & Training (page 15) Culture & Career Development (pages 37-38) Franchisee Support (page 44)
	404-1	Average hours of training per year per employee	Food Safety: Education & Training (page 15)
	404-2	Programs for upgrading employee skills and transition assistance programs	Culture & Career Development (pages 37-38)
	404-3	Percentage of employees receiving regular performance and career development reviews	Culture & Career Development (pages 37-38)

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>SOCIAL (CONT'D)</b>			
GRI 405: Diversity & Equal Opportunity 2016	103-1	Explanation of material topic and its Boundary	Culture and Diversity, Equity & Inclusion (page 41)
	103-2	The management approach and its components	Culture and Diversity, Equity & Inclusion (page 41)
	103-3	Evaluation of the management approach	Culture and Diversity, Equity & Inclusion (page 41)
	405-1	Diversity of governance bodies and employees	Our Board of Directors (pages 30-31) Talent Retention, Acquisition & Turnover (pages 39-40)
GRI 406: Non-discrimination 2016	103-1	Explanation of material topic and its Boundary	MTY supports a work environment free of discrimination. Policies to promote this commitment and protect our employees are outlined in our Employee Handbooks. MTY Supplier Code of Conduct (page 44)
	103-2	The management approach and its components	MTY supports a work environment free of discrimination. Policies to promote this commitment and protect our employees are outlined in our Employee Handbooks. MTY Supplier Code of Conduct (page 44)
	103-3	Evaluation of the management approach	MTY supports a work environment free of discrimination. Policies to promote this commitment and protect our employees are outlined in our Employee Handbooks. MTY Supplier Code of Conduct (page 44)
	406-1	Incidents of discrimination and corrective actions taken	MTY did not have any incidents of discrimination and did not require corrective actions in 2021.



GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>SOCIAL (CONT'D)</b>			
GRI 407: Freedom of Association & Collective Bargaining 2016	103-1	Explanation of material topic and its Boundary	MTY Supplier Code of Conduct (page 44)
	103-2	The management approach and its components	MTY Supplier Code of Conduct (page 44)
	103-3	Evaluation of the management approach	MTY Supplier Code of Conduct (page 44)
GRI 408: Child Labor 2016	103-1	Explanation of material topic and its Boundary	MTY Supplier Code of Conduct (page 44)
	103-2	The management approach and its components	MTY Supplier Code of Conduct (page 44)
	103-3	Evaluation of the management approach	MTY Supplier Code of Conduct (page 44)
GRI 409: Forced or Compulsory Labor 2016	103-1	Explanation of material topic and its Boundary	MTY Supplier Code of Conduct (page 44)
	103-2	The management approach and its components	MTY Supplier Code of Conduct (page 44)
	103-3	Evaluation of the management approach	MTY Supplier Code of Conduct (page 44)
GRI 413: Local Communities 201026	103-1	Explanation of material topic and its Boundary	Supporting our Communities (page 45)
	103-2	The management approach and its components	Supporting our Communities (page 45)
	103-3	Evaluation of the management approach	Supporting our Communities (page 45)

GRI STANDARD	DISCLOSURE	PAGE NUMBER(S) AND/OR URL(S)	OMISSION
<b>SOCIAL (CONT'D)</b>			
GRI 416: Customer Health & Safety 2016	103-1	Explanation of material topic and its Boundary	Food Safety: Supplier Intervention & Food Safety (page 14) Food Safety: Product Recall & Communication Plan (page 18) Food Safety: Handling Complaints (page 18)
	103-2	The management approach and its components	Food Safety: Supplier Intervention & Food Safety (page 14) Food Safety: Product Recall & Communication Plan (page 18) Food Safety: Handling Complaints (page 18)
	103-3	Evaluation of the management approach	Food Safety: Supplier Intervention & Food Safety (page 14) Food Safety: Product Recall & Communication Plan (page 18) Food Safety: Handling Complaints (page 18)
GRI 417: Marketing & Labelling 2016	103-1	Explanation of material topic and its Boundary	Marketing & Communications (page 20)
	103-2	The management approach and its components	Marketing & Communications (page 20)
	103-3	Evaluation of the management approach	Marketing & Communications (page 20)
GRI 418: Customer Privacy 2016	103-1	Explanation of material topic and its Boundary	Cybersecurity & Data Protection (pages 46-48)
	103-2	The management approach and its components	Cybersecurity & Data Protection (pages 46-48)
	103-3	Evaluation of the management approach	Cybersecurity & Data Protection (pages 46-48)

**“LET’S ROLL”**

*Sturley*