



OUR COMMITMENT TO PEOPLE

At Burger King Holdings, Inc. (BKC), we are dedicated to supporting and investing in our people – employees, franchisees, suppliers and restaurant guests – because they are the cornerstone of our business. From our employee development initiatives and supplier diversity program, to our HAVE IT YOUR WAY® Foundation and community involvement, we do all that we can to ensure that we are making a positive impact on our BURGER KING® family as well as the more than 11 million guests whom we serve in our restaurants every day.

OUR CULTURE

We continue to distinguish ourselves from our competitors by being an exceptional employer. One of the ways that we accomplish this goal is by creating a culture that is **Bold, Accountable, Empowered** and **Fun**.

Bold represents our determination to approach every situation with dynamic, innovative thinking. **Accountable** means that we embrace the responsibility we have as a public company to deliver value for our shareholders and for our franchisees and to provide great service and products to our restaurant guests. **Empowered** says that we vest individuals with the power and control to achieve their goals whether that person is our colleague, our franchisee, our supplier or our restaurant guest. And **Fun** exclaims that we work as a team and strive to make every BURGER KING® worldwide – more than 11,800 restaurants, our field teams and our Restaurant Support Centers – a place where people love coming to work every day.

We ensure our culture of **Bold, Accountable, Empowered** and **Fun** is instilled throughout the organization. It is built into our **True North** business plan, it is reinforced in our training and development programs, it is woven throughout our code of ethics, and it drives everything we do.

DEVELOPING OUR EMPLOYEES

Our employees across the globe are the public face of our brand, so it is critical that they receive world-class training that enables them to perform to the best of their ability. We support, encourage and invest in their career growth by providing numerous training and development programs designed to help employees build useful skills and competencies. We make it easy and fun for our employees in our restaurants, in management or any of the functional areas within our dynamic organization to focus, learn, develop and achieve success.

We have a series of leadership and team building exercises, both at the corporate level and the

restaurant level, called **BK® Our Way**, that are facilitated through a leader-led model to help our culture become a reality. With **BK® Our Way**, our people are motivated to perform at their best because we know optimal performance from our teams drives optimal business results.

BKC and its franchisees recognize that one of the most worthwhile investments for our business is to develop our people to become effective leaders who teach and coach their teams and colleagues every day. Our **Teach & Coach** platform establishes the foundation for operational excellence by delivering the technical and management skills needed for our employees and managers to run great restaurants. The platform ensures that we develop well-trained and motivated employees who are ambassadors of the BURGER KING® brand and who deliver a great experience for our restaurant guests every day.

At the restaurant level, the **Leading Excellence and Advancing People** initiative is a business-centered development program designed to position restaurant general managers for growth and success as future company business managers (CBM). The program helps build CBM competencies including operations, leadership and business management skills.

Each year, our top North America leaders, multi-unit managers and restaurant general managers participate in our **Operations Excellence Conferences, Business Summit** and **Multi-Unit Manager Summits**. At these events, we recognize the best-of-the-best employees for their achievements while providing networking and learning opportunities for our leaders. Global managers attend our annual convention to engage with our franchisees and to hear about our strategic vision, operations, development and marketing plans for the upcoming year. They also conduct business on the tradeshow floor with approximately 250 system-wide vendor companies.

We also offer our franchisees the opportunity to assimilate into the BURGER KING® system with our **Franchisee Orientation** program, which

provides them with the tools and information they need to help enhance their business. During the two-week program, franchisees learn about effectively investing in their BURGER KING® business, strategic planning for their operations and development, and using business analytics to understand their sales and identify opportunities for continued growth.

Behind the Crown is a holistic on-boarding program that provides new BKC corporate and field employees with the right tools and organizational support needed to quickly assimilate into our culture and succeed in their roles. The program includes a two-day orientation session with one day spent at a BURGER KING® restaurant, and a social acculturation program that matches new hires with tenured employees who provide them with the insight on working at BKC. Furthermore, the company assists executives to succeed in their leadership roles by giving them performance feedback through a 360 degree review process.

Underpinning our commitment to excellence, are initiatives designed to support the development of our employees' skills and capabilities. We have two annual performance reviews: one is aligned with an employee's yearly business objectives and the other is designed to support the development of our employees' management and leadership capabilities. The **Leadership Development Review** is an interactive process conducted annually in which BKC salaried corporate and field employees as well as restaurant management work with their supervisors to assess their professional opportunities. They also receive helpful feedback to assist them with career development and growth opportunities.

Other employee development programs include:

- **My Brand:** a one-day curriculum consisting of externally-led courses addressing leadership style, communication skills and relationship-building. Courses are tailored to fit the BKC culture and target the most



At the Operations Excellence Conferences, the Top 10 restaurant managers compete in the OPS IQ Champions Challenge, a competition that tests participants' knowledge on various operational guidelines.

common development needs identified by the Leadership Development Review process.

- **BK® Unwrapped:** a series of two-hour sessions facilitated by company officers and directors. Sessions are open to all employees (including field-based employees, who can attend via webcast) and focus on developing leadership skills or fostering a greater understanding of the business.
- **BKC 360:** a process designed to give employees feedback about the impact of their leadership style. Specifically, the 360 tool solicits feedback from an individual's direct reports, peers, customers, business partners and leaders. The results highlight strengths and opportunities for growth and development.

ENGAGEMENT

Effective, consistent and clear communication with our employees and franchisees is an important aspect of keeping two of our most important stakeholders engaged. We encourage open communication throughout the organization and we use many communication vehicles to engage with our employees and franchisees including videos, meetings, webcasts, bi-weekly voicemails from our Chairman and CEO, newsletters and our intranet. Our field and



operations teams spend a significant amount of time in restaurants meeting and talking with team members ensuring an ongoing open dialogue between our management team and restaurant employees.

Every month, the company's officers and directors meet with our Chairman and CEO to learn from senior leadership about trends, initiatives and programs and to receive business updates from around the globe.

We provide quarterly webcasts to BURGER KING® franchisees that include live updates on business and promotional results, operational initiatives, and new market trends. During the webcasts, franchisees have an opportunity to ask top executives questions and receive real-time responses. Similarly, at the close of our major business meetings, the company hosts executive team "town hall" meetings where attendees can ask questions and receive live feedback.

Our global intranet, BK® Gateway, is a single entry point for our franchisees that provides a number of business tools to help them run profitable business operations. It also serves as a great resource for our employees. BK® Gateway has customized views for our four geographic operating regions and includes specific information based on the user type.

CELEBRATING OUR SUCCESSES

Recognizing our employees and franchisees for their successes and achievements is key to our culture at BKC. We are committed to continually showcasing and sharing the achievements of our employees and franchisees through various recognition programs including:

- **Crowning Achievement Awards** recognize BKC's top performers who have made significant contributions each year within their functional area or to our business overall;
- **Employment Achievement Awards** are awarded to BKC employees who have been

employed with the company more than five years and are issued every five years of service up to 50 years. An employee at a restaurant in Clearwater, Florida, will be celebrating her 50th anniversary in July 2009. We are very proud to have such a dedicated employee as part of the BURGER KING® family;

- Our **King's Court** program recognizes restaurant general managers who have delivered exceptional job performances and results during the fiscal year. These BURGER KING® leaders prove that treating our guests like royalty, coaching and inspiring their teams and running best-in-class operations helps drive our business forward;
- The **Brand Leadership Awards** honors the top 16 franchisees in the BURGER KING® system worldwide each year. The honorees are true champions of the BURGER KING® brand who consistently distinguish themselves among their more than 1,200 peers by providing quality customer service, achieving operational excellence and demonstrating an unwavering commitment to the brand and their business;
- Our **Hall of Fame Award** recognizes the BURGER KING® system's outstanding, long-time leaders and role models whose achievements and commitment to the brand and their communities have distinguished them as exceptional restaurant operators. An oil portrait of each Hall of Fame winner is located at the company's headquarters in Miami, Fla.

HAVE IT YOUR WAY® BENEFITS AND EMPLOYEE INITIATIVES

At BKC, we provide a supportive environment that goes beyond the workday. So that our employees feel confident that their personal needs will be met, we offer a variety of benefits, enabling our employees to choose the options that best fit their needs. We also offer a competitive 401K program to assist them in retirement planning. Along with benefits and competitive compensation, we strive to



"Working with BURGER KING® has helped my enterprise grow into a king-sized business. Today, my company is one of the largest African American-owned suppliers for the global franchise."

Robin Brooks, BURGER KING® Supplier



"From my first day on the job in the restaurant, I dreamt of owning my own business. I never realized BK® restaurants would hold the answer to making my dream come true. Today, after 17 years as a franchisee, I own 15 BK® restaurants and my relationship with Burger King Corporation continues to grow."

Robes St. Juste, BURGER KING® Franchisee

accommodate our employees' work and life balance with our flex-time program.

We also support public policies that create opportunity for our employees. To that end, we joined with several other companies to establish the Welfare to Work Partnership, a national, non-partisan business community effort to assist in moving welfare recipients into jobs within the private sector. The key tool in the Welfare to Work partnership was the creation of the Work Opportunities Tax Credit ("WOTC") program. We hire and train workers who are economically and physically disadvantaged. We also provide jobs to many individuals who were previously on public assistance, giving them valuable job training and skills to help them become productive members of the work force. All companies that partake in the WOTC program receive a tax credit.

PROVIDING A SAFE WORKING ENVIRONMENT

A top priority for BKC is the safety of our employees, franchisees and restaurant guests around the world. The BURGER KING® system implements a number of robust safety and health processes and procedures. Our employees are educated about critical health, cleanliness and safety measures via our global restaurant operations manual and through our **Clean & Safe** operations platform. In addition, we execute training programs such as Safety Lead, Robbery 411 and King Secure. These programs educate employees about the importance of maintaining proper safety and health procedures in our restaurants and empower general managers to proactively prepare their teams with the knowledge, tools and techniques necessary to minimize risk in the event of an incident.

DIVERSITY AND INCLUSION: "OUR WAY" OF DOING BUSINESS THE RIGHT WAY

Our culture enables us to focus on the people we work with – our employees, franchisees and suppliers – and the more than 11 million guests

we serve every day in our restaurants. Diversity, to us, connotes those factors that make each of us different such as our age, gender, race, culture, way of thinking and sexual orientation. Inclusion defines how we view diversity and how we make everyone in the BURGER KING® family feel valued and respected.

We incorporate diversity and inclusion into our business strategies not only because it makes good business sense but because it is the right way to conduct business. As much as we've charted our global business expansion, we have also mapped out a dynamic inclusion strategy that is woven into every facet of our business, providing the greatest return for years to come.

To help chart the course of our inclusion journey, BKC has established an Inclusion Steering Committee chaired by our chairman and CEO and composed of senior level company executives. This internal committee meets every six weeks to review the progress made against set goals under our inclusion strategy for each fiscal year.

In addition to our Inclusion Steering Committee, BKC has partnered for many years with a Diversity Action Council (DAC), which serves as an independent, working advisory body to help formulate and evaluate business goals related to BURGER KING® diverse franchisees, suppliers, guests and employees and ethnic business communities. The DAC is also chaired by our chairman and CEO and is composed of several BKC executive team members, representatives from the BURGER KING® system's Minority Franchisee Association, the International Hispanic Franchisee Association and the Asian Franchisee Association as well as independent community leaders. The DAC collaborates with BKC on how to maximize our inclusion strategies into the company's overall business practices and culture.

FOCUSED EFFORT: FOUR-PILLAR INCLUSION STRATEGY



Our inclusion objectives are built upon a four-pillar strategy that focuses on: **Workforce, Guests, Operators/Suppliers and Community**. A culture that honors and respects inclusion is a place where virtually any stakeholder can say "this is a company for PEOPLE WHO ARE LIKE ME", no matter their age, gender, religious beliefs, sexual orientation, race or ethnicity. These pillars reinforce the importance of working as one cohesive group, while respecting and embracing all the differences we bring to the BK® brand everyday. Each pillar is headed by a member of our executive team who is accountable for that pillar's progress and results.

In addition, annual bonuses for senior management (officer and director level employees) are tied to the performance of their people and inclusion objectives. These objectives, which make-up one third of their variable compensation, are intended to ensure women and minorities participate in training, promotion and retention

- Maintain an ever-expanding tradition of good corporate citizenship with a commitment to the communities in which we live and do business; and
- Respect all restaurant guests by providing them with an exceptional dining experience.

INCLUSION DEFINES HOW WE VIEW DIVERSITY AND HOW WE MAKE EVERYONE IN THE BURGER KING® FAMILY FEEL VALUED AND RESPECTED.

opportunities, and that the company’s annual inclusion objectives are being satisfied.

Inclusion is critical to “how” we continue to progress and transform; it reflects the skill of leveraging our diversity effectively to achieve our goals, drive our strategy, and enhance our culture. We integrate its benefits into every part of our business when we:

- Recruit, retain, and develop qualified employees from diverse backgrounds;
- Create a work environment where people of every age, background, nationality and culture can thrive both personally and professionally;
- Integrate respect for diversity into the daily interactions between our employees and leadership;
- Value our current franchisees and embrace new qualified diverse partners;
- Create business opportunities in our system for qualified suppliers owned by women and minorities;

WORKFORCE PILLAR

Inclusion lies at the center of our philosophy for attracting, motivating and retaining great employees. More than a celebration of differences, it is central to our **Bold, Accountable, Empowered** and **Fun** corporate culture and serves as the basis upon which we build our team – one that reflects the makeup of our restaurant guests.

Our workforce strategy encompasses three areas – mentoring, training and recruiting.

MENTORING

Our world-class mentoring program is driven by the Women’s Leadership Forum (WLF) with the support of BKC’s human resources team. The program provides corporate and field employees with one-on-one time with senior BKC executives in mentor-mentee relationships and seeks to:

- Establish a professional relationship between two people, one more professionally experienced than the other;

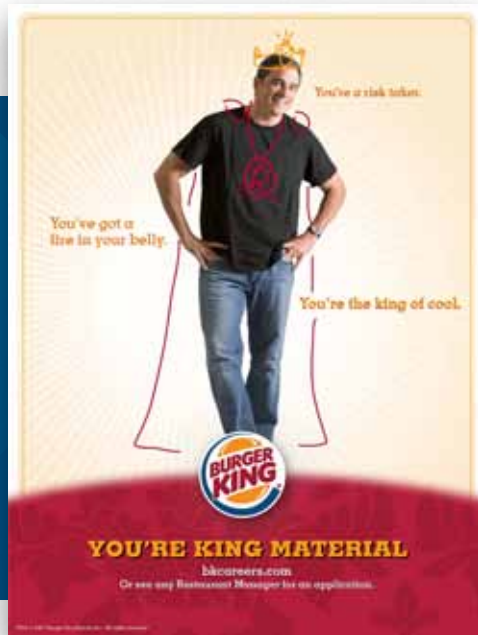
THE WOMEN’S LEADERSHIP FORUM AT BKC

In 1998, the Women’s Leadership Forum (WLF) was founded by a small group of BKC women executives with diverse backgrounds. Their collective vision was to develop an organization that would enhance the leadership potential of women within the company by providing them with opportunities for continuous learning and networking within and outside of the organization.

Today, the goal of the WLF is to develop the potential of BKC’s emerging leaders with a primary focus on women, by creating opportunities to learn, lead and network within the organization and the community.

Mentor Marlene Gordon with her mentee Luis Zuniga, part of WLF’s mentoring program





YOU'RE KING MATERIAL IS A RECRUITING PROGRAM FOR RESTAURANT EMPLOYEES.

- Provide an avenue for a mentor to help a mentee work toward mutually agreed upon objectives; and
- Promote personal development, career planning, job enrichment and potential for professional advancement.

In fiscal 2008, nearly all of our company officers and directors participated in the program as mentors. We also employed virtual communications tools to reach, engage and encourage our field employees to partake in the program, thus increasing their participation by 70 percent. Overall, the mentor program increased from 42 matches in 2007 to 115 pairs in 2008, a 174 percent increase year-over-year.

TRAINING

Because diversity and inclusion shape how we build our business and team, we provide our above-restaurant level employees with a one-day training program called “**Inclusion at BKC: A Kingdom of Opportunities for All.**” This program is a basic awareness workshop introducing the concept of valuing inclusion and diversity in the workplace. It is interactive and action-oriented with customized materials

designed to heighten the understanding of our inclusion strategy and goals as well as help all employees understand that through inclusion we create a competitive advantage as well as a culture where everyone can succeed. Our goal is to implement this program to the rest of the BURGER KING® system in the future.

RECRUITING

We work with the National Society of Hispanic MBAs, the National Black MBA Association and the Asian MBA Association in our recruiting efforts. Additionally, BKC actively recruits diverse candidates who are identified through our participation in trade shows, community organizations, recruitment events, and alumni associations.

BKC's internship program is instrumental in identifying diverse college students who represent the kinds of employees we are always looking for: committed, curious and hard-working. Each year, two dozen or more students from historically Black colleges and universities, Hispanic-serving institutions and other colleges receive internships and are placed throughout the organization.

GUEST PILLAR

We endeavor to offer every one of our restaurant guests the highest level of customer service and respect, regardless of gender, ethnicity, religion, background or sexual orientation. We also work to connect with our diverse guests in culturally relevant ways. BKC's multi-cultural marketing department and its ethnic marketing agencies develop grassroots promotions that reach deep into diverse communities and demonstrate our ongoing commitment to establish innovative partnerships and offer exceptional experiences that are relevant to our guests.

Some examples of our national touring events include: *Tu Ciudad, Tu Música*SM, a “battle of the bands” national competition that showcases the best new Latino musical talent; *Fútbol Kingdom*SM, a national series of innovative, street level soccer events that encourage healthy family activity; BK® 3-ON-3 Basketball Tournament, a national basketball tournament that promotes active lifestyles and attracts the most talented basketball players in the country; and *BK FamFest*SM, a six-city mobile festival that travels to top African-American markets offering a free family day of fun and activities.

ARMANDO JACOMINO, PRESIDENT OF LATIN AMERICA/CARIBBEAN, STARTED HIS CAREER SERVING GUESTS IN A BK® RESTAURANT OVER 30 YEARS AGO.

In addition, we leverage our marketing and community affairs programs by giving back to the communities that we visit during our national promotional tours. For example, during *BK FamFest*SM, we invite our guests to vote online for their favorite local charity and the charity that receives the most votes is given a \$2,500 donation.

OPERATORS/SUPPLIERS PILLAR

Our business partners are an important driver of our success. We strive to find diverse entrepreneurs who will support their communities by creating opportunities for employment and educational advancement. Through this support, we help fuel the economic engine of the communities where we do business. We also attend various franchisee recruitment conferences and events around the country to make critical connections and contacts within the minority business community.

Recently, our franchising and development department held BKC's first “Ambassador Summit” at our corporate headquarters in Miami. We invited various local business contacts along with a group of select strategic partners and community leaders to provide them with an orientation about our brand. With this knowledge, our new “brand ambassadors” can leverage opportunities to engage potential BURGER KING® franchisees and assist us with reaching more diverse candidates.

Because we continually seek opportunities to work with minority- and women-owned suppliers, BKC

engages with organizations such as the Women's Business Enterprise National Council, National Minority Supplier Development Council, the Florida Regional Minority Business Council and National Association of Women Business Owners to find potential qualified suppliers.



RECENT AWARDS & RECOGNITION

2009 TO DATE

In March, *Diversity Inc. Magazine* recognized BKC as one of its 25 Noteworthy Companies

Black Enterprise Magazine named Gladys DeClouet, SVP, North America Company Operations, one of the *100 Most Powerful Executives in Corporate America*

2008

Diversity MBA ranked BKC No. 8 in the "Top 50 Companies for Diverse Managers to Work," up from No. 12 in 2007

Profiles in Diversity Journal's named BKC as No. 6 of 2008 "Top Companies for Innovations in Diversity" recognizing BKC's mentoring program

Profiles in Diversity Journal named Anne Chwat, EVP & General Counsel, to the 7th annual "Women Worth Watching" list

Hispanic Business named Julio Ramirez, EVP Global Operations one of the "2008 Hispanic Business Corporate Elite"

Black Enterprise named BKC one of "The 40 Best Companies for Diversity," recognizing our supplier diversity initiatives and diverse workforce

Business Leader South Florida Magazine names Anne Chwat, EVP & General Counsel, a Woman Extraordinaire in recognition of her leadership, accomplishments, mentorship ability and community participation

The Women's Chamber of Commerce of Miami-Dade County awarded BKC the "Thelma Gibson" Award recognizing the company's professional advancement of women, business excellence and community involvement

The Greater Miami Society of Human Resource Management honored BKC with its annual "Celebration of Diversity Award" in 2008 for leadership that fosters an inclusive work environment in which all employees are inspired to contribute their best, strengthened by their different perspectives, backgrounds and life experiences

BKC, along with our purchasing agent in the U.S., Restaurant Services Inc. (RSI), devotes considerable resources to increasing the number of products and services obtained from diverse suppliers for the BURGER KING® system. We have a fully integrated supplier diversity process that includes, when possible, at least one minority- or woman-owned supplier in our request for proposals. In fiscal year 2008,

COMMUNITY PILLAR

At BKC, our passion for people goes beyond supporting our employees. Through our strategic relationships and community affairs programs, we focus on supporting initiatives and organizations that share our vision of creating a positive impact in the communities in which we work and live.

IN 2007, BKC WAS PROUD TO BE SELECTED BY THE **FLORIDA REGIONAL MINORITY BUSINESS COUNCIL AS "CORPORATION OF THE YEAR"** FOR OUR LARGE AND GROWING MINORITY BUSINESS ENTERPRISE EXPENDITURES.

the BURGER KING® system purchased more than \$228 million in goods and services from minority- and women-owned suppliers for corporate and restaurant purchases in the U.S.

BKC also participates in mentoring programs that develop minority-owned businesses. One example is BKC's participation in the Urban Partnership for Prosperity Program (UPP), an initiative created by The Beacon Council and the Miami-Dade Chamber of Commerce. BKC participated in the UPP and partnered with Foster Construction of South Florida, Inc., a small general contracting firm that sought insight into different corporate functions. After two years in the UPP program, Foster Construction of South Florida, Inc. submitted the winning bid to build a BURGER KING® restaurant in Homestead, Fla. and it successfully completed its construction in January 2009.

STRATEGIC RELATIONSHIPS

BKC further demonstrates our commitment to diversity and inclusion through our long-standing relationships with organizations on a national scale that help positively impact the diverse communities we serve, such as 100 Black Men of America, Inc., Center for Asian Americans United for Self Empowerment, Hispanic Association on Corporate Responsibility, National Council of La Raza, National Urban League and the RainbowPUSH Coalition, among many others.

COMMUNITY AFFAIRS

BKC approaches community affairs in several ways. First, we align BKC senior executives with organizations that support our inclusion and corporate initiatives including Big Brothers Big Sisters, The Beacon Council, Greater Miami Chamber of Commerce, Florida Education Foundation, the Orange Bowl Committee, Mercy Hospital, Florida Memorial University,



BIG BROTHERS BIG SISTERS

In October 2008, BKC launched an unprecedented “King-sized” school-to-work program with Big Brothers Big Sisters of Greater Miami (BBBS), which has resulted in more than 70 “big” and “little” matches in its first year. This is the largest school-to-work program that the BBBS has ever initiated.

During the three-year school-to-work program, students meet with employee mentors at BKC’s headquarters in Miami, Fla. once a month during the school year. The first year of the program is focused on teaching basic life skills. Year two focuses on career-building by providing students with work experience at a BURGER KING® restaurant. The third year of the program encourages students to plan for and continue their education.

In addition to career planning and restaurant-based work experience, students have the opportunity to participate in fun team-building events and workshops. Upon completion of the program, graduating seniors will be prepared to continue their education or to begin a career at any of the BURGER KING® restaurants in the U.S. This is a pilot program that BKC hopes to expand on a national and international scale in the near future.

Left to Right:
Little Sister
Claudia
Navarro, the
King and Big
Sister Grace
Pujala.

IN 2008, THE **HAVE IT YOUR WAY® FOUNDATION** DONATED **\$300,000** TO GIVE KIDS THE **WORLD**, AN ORLANDO-BASED ORGANIZATION THAT PROVIDES VACATIONS TO CHILDREN WITH LIFE-THREATENING DISEASES.



John Chidsey, BKC chairman and CEO, with Pamela Landwirth, president of Give Kids the World, and a deserving child.

the Cuban American National Council and the Urban League of Broward County, among others.

Second, we align and leverage BKC engagement in our hometown community of South Florida by participating in community events/partnerships that support our overall inclusion and diversity initiatives and business objectives while demonstrating good corporate citizenship.

Recent initiatives include:

- **The Miami Herald Spelling Bee:** In partnership with the HAVE IT YOUR WAY® Foundation, BKC served as the presenting sponsor of the 69th Annual Miami Herald Spelling Bee. BKC’s sponsorship made it possible for more than 350 schools in Miami-Dade, Monroe and Broward counties to participate in the South Florida competition and qualify for a chance to take part in the Scripps National Spelling Bee;
- **Orange Bowl Youth Football Alliance (OBYFA):** As the presenting sponsor of the OBYFA annual program, BKC engaged

participants and attendees at park locations throughout South Florida from August through December 2008 by hosting interactive games and competitions as well as providing BK™ Fresh Apple Fries to children and their families. BKC was also the presenting sponsor of the Youth Football Championship and the Cheerleading Championship Competition. The OBYFA supports more than 16,000 youth football players and cheerleaders in South Florida and promotes a healthy and active lifestyle by encouraging participation in youth sports programs;

- **The Education Fund:** BKC’s support of The Education Fund began in 1985, and we were among the first companies to contribute to the organization. Today, BKC is the single largest corporate team supporting the fund’s annual Teach-A-Thon. This event provides employees with the opportunity to teach an elementary, middle or high school class and is a favorite volunteer opportunity of BKC employees, including our chairman and CEO, who participates in the program annually. BKC and its employees also provide financial



support to this organization to benefit public schools and teacher assistance programs throughout Miami-Dade County;

- **Amigos for Kids:** Our HAVE IT YOUR WAY® Foundation has provided funding in support of the Amigos for Kids after-school program at Jose Marti Park in Miami. Additionally, BKC is a supporter of their annual back-to-school back-pack drive, which provides school supplies for kids from diverse communities throughout South Florida. Amigos for Kids is, a non-profit organization that supports the needs of South Florida's abused, abandoned, neglected and less fortunate children; and
- **Street Law:** BKC's entire legal department is currently participating in Street Law/ Association of Corporate Counsel Corporate Legal Diversity Pipeline program, a volunteer program that provides BKC employees with an opportunity to share their skills and knowledge of the legal field with students, both at BKC headquarters and in their classrooms. During the program, students visit our headquarters and participate in interactive workshops where they solve legal scenarios, act as lawyers, and learn about

BKC employees represent our culture by being **Bold, Accountable, Empowered, and Fun.**



the legal profession. The overall goal of the project is to educate students about the many career options available within the legal field and the skills needed to succeed.

The third way we approach community affairs is by providing and sponsoring volunteer opportunities that support diverse communities and employee development. Volunteer efforts for the company include working with Hands on Miami, Camillus House, Habitat for Humanity and The Belafonte Tacolcy Center.

Our franchisees integrate into their own communities via their very active participation in many different civic organizations and support of local charities, including The Jimmy Fund®, an organization that supports the fight against cancer in children and adults at Boston's Dana-Farber Cancer Institute; the Veterans of Foreign Wars' Unmet Needs program, which supports the critical needs of military families; the March of Dimes, dedicated to improving the health of babies by preventing birth defects, premature birth and infant mortality; Save Africa's Children, an African-American founded organization that provides direct support to children affected by HIV/AIDS, poverty and war throughout Sub-Saharan Africa; and many more.

GLOBAL OUTREACH PROGRAMS

In fiscal year 2009, our HAVE IT YOUR WAY® Foundation expanded its reach to include global fundraising and charitable giving worldwide. As a result, donations to the foundation can now be designated to any where in the world we operate.

The foundation recently donated \$25,000 to World Vision, an international humanitarian organization dedicated to tackling the causes of poverty and injustice by working with children, families and their communities. The donation was made to help fund World Vision's Mexico Children in Crisis Project, which improved the quality of life for many children in Mexico. This contribution marked the first international initiative that the foundation funded.

HAVE IT YOUR WAY® FOUNDATION



BK® employees devote their time to build a Habitat for Humanity home.

At the heart of our philanthropy program is our HAVE IT YOUR WAY® Foundation. The foundation's mission is to make a positive impact in the communities in which we work and live, in collaboration with our extended BK® family. A U.S. based 501(c)(3) not-for-profit charitable organization, the HAVE IT YOUR WAY® Foundation is governed by a board of directors consisting of our executives and franchisees.

BKC, its franchisees, employees, suppliers and guests have partnered with the foundation and are working together to leverage the power of the BURGER KING® brand to gather, raise and distribute charitable funds globally.

Our strategy is to support the local, national and global causes that are important to BURGER KING® employees, franchisees, vendors and guests around the world via three main initiatives:

BURGER KING® Scholars Program: Established in honor of BURGER KING® co-founder James W. McLamore, the scholarship program was designed to share our passion for education in the community. The program provides \$1,000 scholarship awards to assist students who excel academically and are actively involved in their communities, while also working part-time. To date, more than 12,000 scholarships have been awarded to high school seniors in the U.S., Canada and Puerto Rico totaling more than \$12 million in scholarship funding.

The BURGER KING® Scholars Program also includes BURGER KING® Employee Scholarship awards that provide \$1,000 and \$5,000 scholarships to qualified restaurant team member applicants in the U.S., Canada and Puerto Rico.

BK™ Family Fund: The BK™ Family Fund was established to offer support to members of the BURGER KING® family in times of need. The fund provides short-term emergency financial assistance, via grants ranging from \$100 to \$3,000, to BKC or franchisee employees who are victims of disasters or other emergency hardship situations. The BK® Family Fund has provided more than \$650,000 in grants to BURGER KING® system employees since 2005. In addition, we are taking steps to broaden the scope of the BK™ Family Fund and provide financial assistance to BURGER KING® system employees worldwide.

HAVE IT YOUR WAY® Foundation Grants: Our HAVE IT YOUR WAY® Foundation provides financial support to charitable organizations whose programs help make a difference in our local, national, and global communities. The foundation makes grant decisions based on the merits of each project and the organization seeking funds.

Since 2005, the foundation has provided more than \$15 million in support to worthwhile causes worldwide such as the Muscular Dystrophy Association, the Jimmy Fund®, World Vision, Big Brothers Big Sisters, Give Kids the World, and Feeding America just to name a few. Our BURGER KING® family will continue to work and expand our contributions in the future.