#365 REASONS TO FEEL GOOD ABOUT McDONALD’S
Hi Holger. There are so many good reasons. Take the evolution of how guests order from our menu, for example. They love that we are offering them even more freshness and individuality. They can see that we only prepare products once they have been ordered and they can even customize their burgers themselves. The new app is also a big hit.

I know. Our guests will soon be able to use it to order and pay with a single click. We’re also rolling out our McDelivery service to more and more towns and cities so we can deliver our food to guests at home – or wherever else they might be.

Hi Dominik. This year, we’re presenting reasons to feel good about McDonald’s every day of the year. Can you think of any great ideas as a franchisee?

Talking to GUESTS, FANS AND CRITICS is incredibly important to us. This year, we are publishing “365 reasons to feel good about McDonald’s – A NEW REASON – EVERY DAY OF THE YEAR”. All of these reasons are featured on our Instagram channel and some are shown on posters, in video clips or here in our eighth Corporate Responsibility Report. In our report, we delve deeper and provide more FACTS BEHIND THE REASONS.

#365 REASONS TO FEEL GOOD ABOUT MCDONALD’S
BECAUSE WE WILL REDUCE GLOBAL GREENHOUSE GAS EMISSIONS RELATED TO MCDONALD’S RESTAURANTS AND OFFICES BY 36% BY 2030.

McDONALD’S IS A GLOBAL COMPANY and operates 37,000 restaurants in 120 countries worldwide. 69 million guests are served every day. The network of suppliers spans the entire globe. WE ARE IMPROVING EXISTING STRUCTURES AND PROCESSES IN THE AREAS WHERE WE HAVE THE BIGGEST IMPACT ON THE ENVIRONMENT AND SOCIETY. McDonald’s has set clear goals and is committed to achieving these worldwide. In Germany, we are focusing especially on the following three ambitious targets:

#SCALE FOR GOOD
WE ARE USING OUR SIZE AND REACH TO DRIVE ACTION ON KEY ISSUES WITHIN OUR BUSINESS AND ACROSS THE INDUSTRY.

BY 2020, WE WILL HAVE LAID THE FOUNDATION FOR MORE SUSTAINABLE BEEF PRODUCTION. 
BY 2025, 100% OF MCDONALD’S GUEST PACKAGING WILL COME FROM RECYCLED, RENEWABLE OR CERTIFIED SOURCES.
BY 2030, OUR GOAL IS TO REDUCE GREENHOUSE GAS EMISSIONS FROM MCDONALD’S RESTAURANTS AND OFFICES WORLDWIDE BY 36% AND GREENHOUSE GAS EMISSIONS PER TON OF PRODUCT IN OUR SUPPLY CHAIN BY 31% (FROM 2015 BASE YEAR).
In Germany, we welcome TWO MILLION GUESTS every day.

We work with our employees, franchisees and suppliers every day to make McDonald’s even better. Guests can experience this in our “experience of the future” restaurants. 368 restaurants were converted to this new concept in 2017. By the end of 2019, we will have remodeled almost all restaurants in Germany.

Fancy a trip round one of our restaurants?

THE JOURNEY IS THE REWARD: OUR QUALITY CHAIN

WE HAVE BEEN WORKING WITH 40 OF OUR SUPPLIERS FOR MORE THAN 20 YEARS

91% FRANCHISE RESTAURANTS

145 SUPPLIERS

234 FRANCHISEES

40 WOMEN / 194 MEN

1,480 RESTAURANTS ACROSS GERMANY

McDonald’s Germany employs 59,823 people.

We have been working with 40 of our suppliers for more than 20 years.

#365 REASONS TO FEEL GOOD ABOUT McDonald’s BECAUSE OUR QUALITY CHAIN DOESN’T NEED ANY BLING. JUST GOOD SUPPLIERS AND PARTNERS.

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Philipp Bayha works for Bonduelle and grows lettuce for our burgers under contract near Stuttgart. He is one of our “young farmers”.

As of July 2017, we also source our decaffeinated coffee from plantations certified by the Rainforest Alliance.

#365 REASONS TO FEEL GOOD ABOUT McDonald’s BECAUSE WE ARE ONE OF THE LARGEST SELLERS OF SALAD IN GERMANY.

All of the potatoes, lettuce, and cucumber for our products ARE GROWN UNDER CONTRACT. This gives farmers THE SECURITY THEY NEED TO PLAN FOR THE FUTURE, and is one of the most important cornerstones of FUTURE-PROOF, ECONOMICALLY Viable Farming. The participants in our YOUNG FARMER PROGRAM agree with us. We launched this program in 2017 in collaboration with our suppliers and around ten young farmers. This initiative will enable us to learn from each other and also develop and test new farming practices.

Planning for the Future

Transporting goods over short distances reduces our environmental footprint and keeps our ingredients fresh. It also allows us to support farmers in Germany.

64% OF OUR RAW MATERIALS ORIGINATE FROM GERMANY

32% ORIGINATE FROM EUROPE

4% FROM OTHER COUNTRIES

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32% originate from Europe.

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Volume of raw materials processed for us in 2017

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We want to make conventional livestock breeding methods more sustainable. To do this, we’re starting with the product we buy most, beef. **BEST BEEF IS OUR PROGRAM TO PROMOTE MORE SUSTAINABLE CATTLE FARMING IN GERMANY**. We support a number of practices here including loose housing, grazing on pasture and biosecurity in barns. In the future, we will also be focusing on improving animal health while keeping the administration of antibiotics to a minimum and reducing greenhouse gas emissions of beef production.

In 2017, around 6% of the beef processed for us was produced in line with our **BEST Beef program**. We support a number of practices here including loose housing, grazing on pasture and biosecurity in barns. In the future, we will also be focusing on improving animal health while keeping the administration of antibiotics to a minimum and reducing greenhouse gas emissions of beef production.

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We can trace every product and its ingredients back to its origins – every single step of the way – in just a few hours. We regularly check our suppliers and restaurants through scheduled and unannounced audits.
Everything at your fingertips with our digital ORDERING KIOSKS and the McDonald’s APP.

Organic products in Happy Meals: Fizzy apple juice drink, milk, and packs of apple slices – all organic.

3,493 tons of fruit in Happy Meals.

Improved recipe for Chicken McNuggets.

All of our packaging features a QR code that guests can use to find out about nutritional values, ingredients and allergens.

#365 Reasons to Feel Good About McDonald’s BECAUSE WE CONTINUALLY IMPROVE OUR PRODUCTS.

LESS IS MORE! WE CONTINUALLY WORK ON IMPROVING OUR PRODUCTS.

This applies to our standard products and all new products that we develop. With just a few exceptions, our products are already FREE FROM artificial colors, flavorings and preservatives. As part of our commitment to continually improving our products, we will completely eliminate phosphates in the coating for Chicken McNuggets as of the end of 2018.

We are revolutionizing the restaurant experience for our guests with innovations such as digital ordering kiosks, table service and our new McDonald’s app.

We aim to deliver maximum transparency: our guests can access clear information about our products at all times, including nutritional values, allergens and individual ingredients.

Improved recipe for Chicken McNuggets.

Our “experience of the future” restaurants are designed to give our guests the ultimate experience in flexibility. The chance to PERSONALIZE YOUR BURGER doesn’t just mean you can leave out ingredients. You can also add extras too, such as extra jalapenos and bacon or extra sauces. So you get exactly what you want – nothing less, nothing more.

ALL OF OUR PACKAGING FEATURES A QR CODE THAT GUESTS CAN USE TO FIND OUT ABOUT NUTRITIONAL VALUES, INGREDIENTS AND ALLERGENS.

LESS IS MORE!

We continually work on improving our products just the way you like it.

Our experience of the future restaurants are designed to give our guests the ultimate experience in flexibility. The chance to personalize your burger doesn’t just mean you can leave out ingredients. You can also add extras too, such as extra jalapenos and bacon or extra sauces. So you get exactly what you want – nothing less, nothing more.

11
WE REDUCE PACKAGING

In our „EXPERIENCE OF THE FUTURE“ RESTAURANTS, we serve all in-house HOT DRINKS IN REUSABLE CUPS OR GLASSES at our front counter—just like at McCafé. In many restaurants, we serve our signature burger to eat in ON A TRAY instead of in a box.

Purchasing and disposing of packaging costs money and consumes natural resources, and so we continually look for ways to MINIMIZE PACKAGING.

We aim to REDUCE FOOD WASTE by continually improving our kitchens and preparing food on demand.

ALL WASTE FROM OUR RESTAURANTS IS SEPARATED AND RECYCLED

All WASTE IS SORTED INTO CATEGORIES by restaurant employees. Each category is then fed back into the appropriate MATERIALS CYCLE and recycled.

We 100% of our virgin paper fiber for packaging is sourced from FSC- OR PEFC-CERTIFIED FORESTS.

IN 2017, WE USED 47,503 TONS OF PACKAGING.

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In 2017, we consumed a total of 516,131 MWh of green energy. The majority of our carbon footprint is generated from the production of our raw materials, especially beef. The majority of our beef for Germany is sourced from dairy cows.

In addition to converting more restaurants to our "EXPERIENCE OF THE FUTURE" concept in 2017, we also replaced 33 old air conditioning systems. We installed new car park, façade and under-roof LED lighting systems in the outside areas of around 20 company-owned restaurants.

Each restaurant consumes an average of 558,585 KWh of energy per year. In total, we consumed 14% less energy in 2017 than in 2011.

McDonald’s has set a Science Based Target to significantly reduce greenhouse gas emissions globally. The company will partner with franchisees to reduce greenhouse gas emissions related to McDonald’s restaurants and offices by 36% by 2030 relative to the 2015 base year. Through collaboration and partnership with our suppliers and producers, the company also commits to a 31% reduction in emissions intensity (per metric ton of food and packaging) across our supply chain by 2030 from 2015 levels. This combined target has been approved by the Science Based Targets Initiative (SBTi).

#365 REASONS TO FEEL GOOD ABOUT McDONALD’S BECAUSE WE SHINE EVEN BRIGHTER WITH 100% GREEN ENERGY.

CARBON FOOTPRINT

In 2017, our business activities in Germany generated 1.38 million tons of CO2.

McDELIVERY SERVICES WERE AVAILABLE IN 35 CITIES ACROSS GERMANY AT THE END OF 2017. ORDERS ARE DELIVERED BY BICYCLE.

OUR GLOBAL CONTRIBUTION TO THE TWO-DEGREE GOAL

Our global contribution to the two-degree goal.

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#365 Reasons to feel good about McDonald’s because we’re committed to gender equality

### Discrimination-Free

Employees from 121 countries work happily side by side at McDonald’s Germany. We employed over 1,300 Refugees in 2017 alone.

### Employment Opportunities and Career Prospects for Everyone

We have been successfully training our staff to become experts in the foodservice sector (Fachmann/Fachfrau für Systemgastronomie, FASY) for twenty years. Through our efforts here, we open doors and PROVIDE OPPORTUNITIES FOR EVERYONE – regardless of where they come from or what level of education they have.

12,191 employees took part in 1,134 training courses

870 employees with disabilities

1,486 trainees in three apprenticeship programs

12,191 employees took part in 1,134 training courses

### Career Ladder

In 2017, we offered jobs to 74% of our trainees and students in the combined work/study program.

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### Equal Pay for Equal Work

Employees in all restaurants in Germany are paid in line with a collective wage agreement. In addition, employees receive attractive extended benefits based on the number of years of service at the company. These include holiday pay, an annual special bonus and capital-forming benefits.

### Women in management positions

- 47% in company-owned restaurants
- 28% in offices

### In 2017, we offered jobs to 74% of our trainees and students in the combined work/study program

In 2017, we offered jobs to 74% of our trainees and students in the combined work/study program.

**Monika**: I’ve had really positive experiences with McDonald’s. I’d only been in Germany a couple of years when I started working part-time as a restaurant crew member. My son was just two years old.

**Tanya**: Yes, I am, Tanya. But would I be able to balance working with you and looking after my young child?

**Monika**: Hi Monika, how’s it going? Things are great here. I’m looking for someone new to join my team and thought of you. Are you still looking for a job?

**Tanya**: That sounds great! Can we meet up for coffee to talk about it?

**Monika**: Yes, I am, Tanya. But would I be able to balance working with you and looking after my young child?

**Tanya**: I’ve had really positive experiences with McDonald’s. I’d only been in Germany a couple of years when I started working part-time as a restaurant crew member. My son was just two years old.

**Monika**: Didn’t you receive training as well?

**Tanya**: Yes. 2.5 years’ training to become an expert in the foodservice sector – and the qualification is recognized by the German Chamber of Industry and Commerce (IHK). I’ve been managing one of the restaurants here in Hanover since 2015.

**Monika**: That sounds great! Can we meet up for coffee to talk about it?

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Ronald McDonald House Charities in Germany includes 22 RONALD McDONALD HOUSES. In 2017, a total of 6,515 FAMILIES found a home from home in these houses. On average, these families spent 18 days here. The average distance to their own homes was around 99 kilometers.

6 RONALD McDONALD FAMILY ROOMS provide families with a welcome retreat within hospital walls. In 2017, 9,637 FAMILIES made use of these rooms.

5,471 VISITORS used the services offered by the kid's health truck in the city of Essen in 2017. A second KID’S HEALTH TRUCK was launched in September 2017 serving the city of Duisburg.

As of 2004, Ronald McDonald House Charities in Germany are assessed annually by the German Central Institute for Social Issues (DZI) to ensure that donations are used transparently, economically and honestly.

We are a FAMILY RESTAURANT. Which is why we have been supporting Ronald McDonald House Charities in Germany since 1987. The foundation celebrated its 30th anniversary in 2017. FOR EVERY BOOK CHOSEN INSTEAD OF A TOY in a Happy Meal, WE DONATE 10 CENTS TO A NON-PROFIT ORGANIZATION. From February to December 2017, we donated EUR 282,537.60 to Ronald McDonald House Charities in Germany.

EUR 9.2 MILLION IN DONATIONS
Together with our guests, franchisees and suppliers, we donated a TOTAL OF EUR 9.2 MILLION to Ronald McDonald House Charities in Germany in 2017 through fundraising activities such as the collection boxes in our restaurants.

IN 2017, WE DISTRIBUTED 5,453,565 BOOKS IN HAPPY MEALS

#365 REASONS TO FEEL GOOD ABOUT McDONALD’S BECAUSE YOU SUPPORT RONALD McDONALD HOUSE CHARITIES WITH EVERY HAPPY MEAL BOOK YOU CHOOSE – NO MATTER HOW OLD YOU ARE.
GERMAN SUSTAINABILITY CODE

We updated our declaration of compliance with the German Sustainability Code in 2017.

AUDITED REPORT

McDonald’s Germany updates and publishes its sustainability data every year. This Corporate Responsibility Report – At a Glance features the key milestones and figures from 2017. We also publish a full corporate responsibility report every two years, which is available at: www.mcdonalds.de/nachhaltigkeit. This report was prepared in accordance with the guidelines issued by the Global Reporting Initiative (GRI guidelines).

Key indicators were audited by KPMG AG Wirtschaftsprüfungsgesellschaft.

All information in this report refers to the restaurants operated directly by McDonald’s Germany (“company-owned restaurants”), all restaurants in Germany and Luxembourg run by franchisees and the management of McDonald’s Germany. Any other information is highlighted accordingly. In the interests of readability, we do not write out the full legal names of companies, associations or non-profit organizations.

Would you like to know more? Then take a look here.

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