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**#365 REASONS TO  
FEEL GOOD ABOUT  
McDONALD'S**



**#365 REASONS TO FEEL GOOD ABOUT McDONALD'S  
BECAUSE WE ARE ALWAYS KEEN  
TO LISTEN AND TALK.**

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**.

HOLGER BEECK  
Managing Director and President  
of McDonald's Germany LLC

**DOMINIK NEISS**  
Speaker of the Franchisee  
Leadership Council (FLC)

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?

Holger Beeck


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.

Dominik Neiss

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.

As you know, sustainability and product quality are particularly important topics for our guests. And we have plenty of good reasons in these areas too: Our BEST Beef program helps to promote a more sustainable approach to farming and improved animal welfare. We're also doing our bit for climate protection and aim to reduce our carbon emissions by more than 30% by 2030.

Exactly. We're using our scale to influence action both within our business network and beyond. We call this using our Scale for Good. In this Corporate Responsibility Report, we will share what we are already doing in Germany and what we plan to achieve over the coming years.



**#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).**





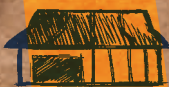
#365 REASONS TO FEEL  
GOOD ABOUT McDONALD'S  
**BECAUSE OUR QUALITY CHAIN  
DOESN'T NEED ANY BLING.  
JUST GOOD SUPPLIERS AND  
PARTNERS.**



**THE JOURNEY  
IS THE  
REWARD:  
OUR QUALITY  
CHAIN**



**1,480  
RESTAURANTS  
ACROSS GERMANY**



McDONALD'S  
GERMANY  
EMPLOYS  
**59,823  
PEOPLE**



**91 %  
FRANCHISE  
RESTAURANTS**



**234  
FRANCHISEES**  
40 WOMEN / 194 MEN



**145  
SUPPLIERS**

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



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.

In Germany, we welcome  
**TWO MILLION  
GUESTS** every day

Fancy a trip  
round one of our  
restaurants?







**#365 REASONS TO FEEL GOOD ABOUT McDONALD'S BECAUSE WE ARE ONE OF THE LARGEST SELLERS OF SALAD IN GERMANY.**

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

## PLANNING FOR THE FUTURE

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.



**1,512 TONS OF COFFEE**  
100%

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

**28,190 TONS OF MILK**  
97% 3%



**64% OF OUR RAW MATERIALS ORIGINATE FROM GERMANY**

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

**32% ORIGINATE FROM EUROPE**  
**4% FROM OTHER COUNTRIES**

**122,892 TONS OF POTATOES**  
73% 27%



Volume of raw materials processed for us in 2017

**32,687 TONS OF WHEAT FLOUR**  
91% 7% 2%

**24,042 TONS OF TOMATOES**  
95% 5%

**1,872 TONS OF EGGS**  
75% 25%

**1,307 TONS OF FISH**  
21% 79%

**6,309 TONS OF CHEESE**  
39% 53% 8%

**10,345 TONS OF LETTUCE**  
34% 57% 9%

**9,261 TONS OF ONIONS**  
98% 2%

**39,540 TONS OF BEEF**  
98% 2%

**4,198 TONS OF CUCUMBER**  
92% 8%

**22,484 TONS OF CHICKEN**  
28% 62% 10%

**ESTABLISHED QUALITY LABELS ESPECIALLY FOR RAW MATERIALS THAT WE SOURCE FROM THE REST OF THE WORLD:**



100% of fish from certified sustainable fisheries



100% of seafood from responsible aquaculture



100% of coffee from certified sustainable plantations



## #365 REASONS TO FEEL GOOD ABOUT McDONALD'S BECAUSE OUR BEEF TASTES DELICIOUS.

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.



## BEST BEEF! FROM 3,400 FARMERS



As a farmer, THE WELLBEING OF MY ANIMALS is extremely important to me. I think it's great that McDonald's Germany provides financial incentives for good agricultural practices under its BEST Beef program. I have 115 dairy cows in modern, loose housing on my farm and I've been part of the BEST Beef program from the beginning.

Today, it comprises three modules: husbandry, feed, and barn management. McDonald's Germany pays me up to 9 cents more per kilogram of meat. That's around 25 euros more per cow on average. The great thing about BEST Beef is its TRANSPARENCY. I can see exactly what my bonus is for participating in the program.

Best regards, Johannes Wimmer

In 2017, around 6% of the beef processed for us was produced in line with our BEST Beef program



## CHICKEN

From 2020 on, we will source our chicken meat exclusively from farms that have **SUFFICIENT PERCHES AND/OR ROOSTING PLATFORMS, PECKING FIXTURES AND HAY BALES IN BARNs FOR THEIR ANIMALS.** In January 2018, we started our transition to **PROCESSING MEAT ONLY FROM CHICKENS THAT HAVE NOT BEEN TREATED WITH ANTIBIOTICS** defined by the World Health Organization (WHO) as Highest Priority Critically Important Antimicrobials (HPCIA) for human medicine. We will have completed this transition in chicken production by January 2019 at the latest.

**THE CHICKEN OR THE EGG? WHATEVER COMES FIRST, IT WON'T BE GENETICALLY MODIFIED!**



## FREE-RANGE EGGS

All of the eggs for our breakfast products are **FREE-RANGE EGGS** – and have been for many years. In 2017, we started to introduce this policy for eggs in our sauces. As of summer 2018, all of the eggs we use in our sauces will also be free range.

100% free-range eggs



**TRUST IS GOOD, BUT CHECKS ARE BETTER**



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.



**#365 REASONS TO FEEL  
GOOD ABOUT McDONALD'S  
BECAUSE WE CONTINUALLY  
IMPROVE OUR PRODUCTS.**



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



**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.



Everything at your fingertips with  
our digital **ORDERING KIOSKS**  
and the **McDonald's APP**.

**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.



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







**LESS PACKAGING,  
SAME CONTENT**

The amount of foil we save annually with our ketchup and mayo packaging is equivalent to around 46 SOCCER PITCHES or the weight of FIVE ELEPHANTS.



**#365 REASONS TO FEEL  
GOOD ABOUT McDONALD'S  
BECAUSE WE LOOK AFTER  
THE DETAILS SO THAT  
YOU CAN ENJOY YOUR FOOD.**

## 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.



## (RE)FILL YOUR CUP

At McCafé, you can bring **YOUR OWN CLEAN CUP** for your coffee-to-go. It's a win-win situation: You get a **10 CENT DISCOUNT** while **WE SAVE ON PACKAGING**.



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

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

**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.



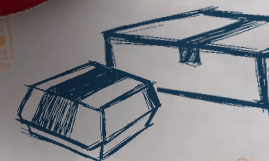
33,493 tons  
of paper, card-  
board, carton

13,809 tons  
of lightweight  
packaging

12,758 tons  
of used cooking oil

15,298 tons  
of food waste

3,291 tons  
of other waste



Our employees regularly collect waste in the vicinity of our restaurants. These waste collection rounds are an integral part of our standards. We also support litter collection initiatives in many local communities throughout Germany.

**BIN IT**





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

In 2017, we  
consumed a total  
of 516,131 MWh of  
green energy



100%  
hydroelectric  
green energy

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, FACADE 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.**



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.

87%  
agriculture and  
food processing



**CARBON FOOTPRINT  
IN 2017, OUR BUSINESS  
ACTIVITIES IN GERMANY GENERATED  
1.38 MILLION TONS OF CO<sub>2</sub>.**



**OUR GLOBAL  
CONTRIBUTION TO THE  
TWO-DEGREE GOAL**



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'RE COMMITTED TO GENDER EQUALITY



Company-owned restaurants:



## 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.

TANYA, from trainee to restaurant manager

## DISCRIMINATION-FREE

Employees from **121 COUNTRIES** work happily side by side at McDonald's Germany. We employed over **1,300 REFUGEES** in 2017 alone.



870 employees with disabilities

1,486 trainees in three apprenticeship programs

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

## 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.

Women in management positions:  
47% in company-owned restaurants  
28% in offices

## CAREER LADDER



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

INTERESTED IN STARTING A CAREER AT MCDONALD'S?  
[WWW.KARRIERE.MCDONALDS.DE](http://WWW.KARRIERE.MCDONALDS.DE)





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.

**#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.**

**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**

We launched our Happy Meal Book campaign in January 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.



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.



## HOME AWAY FROM HOME

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.





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## 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](http://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.

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



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.



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