

SUSTAINABILITY:



# YOUR QUESTIONS. OUR ANSWERS.



McDonald's Germany Corporate Responsibility Report: 2014 Update.

# INTRODUCTION HOLGER BEECK

## DEAR READERS,

At McDonald's Germany, we may not have as long a track record in active sustainability management as other companies, but we have certainly been working hard in this area in recent years. In fact, we now have enough concrete experience to take stock and look back at the beginnings of our sustainability management efforts. And after five years, I can say with confidence that we have made real progress. In the eyes of some of our critics – and maybe even some of our guests – we may not have achieved all of our goals, but we are on the right path. Energy is a prime example here. If you enter the word energy in a commonly used browser, it will return around 1,370 million hits in just 0.41 seconds. On the very first page of results, the entries refer to energy efficiency, renewable energy and climate protection – all areas that we have been focusing on in recent years.

In 2010, we set ourselves the goal of transitioning entirely to renewable energy by 2015. Today, our restaurants are 100 percent powered by green energy. We have reduced restaurant-specific CO<sub>2</sub> emissions per guest transaction count by over 60 percent since 2011. We are also committed to making our restaurants more energy efficient. And today, every new restaurant we open consumes around 30 percent less energy than the average restaurant.

We also set ourselves a number of other goals in 2010, including the introduction of a sustainability control system reaching down to restaurant level, the publication of an annual sustainability report, the establishment of a revised pension model and the anchoring of sustainability into our skills development activities for employees and our operations standards. We have done all of this and our efforts here will stand us in good stead as we move forward.



We have also launched our 'Planet Award' to recognize franchisees in Germany who show particular commitment to the environment. Buoyed by our successes here and driven by our vision to be a modern, progressive and sustainable burger company, we are now setting our sustainability goals for the year 2020. These targets build on the lessons we have learnt in recent years. And on the insights we have gained by listening more closely to feedback from some of our critics. As we move forward, therefore, it is crucial that we channel our efforts into animal welfare and providing transparent information about our raw materials – which we are determined to source locally, wherever possible.

We are determined to find workable solutions in these and other key areas. This will take time but we remain committed to being a leading light in sustainability in our industry. I hope you find our Corporate Responsibility Report an informative and interesting read.

Best regards,  
Holger Beeck

*Managing Director and President of  
McDonald's Germany*

# INTRODUCTION BERND OUDE HENGEL

## DEAR READERS,

I am delighted to present the fifth edition of the McDonald's Germany Corporate Responsibility Report. McDonald's franchisees run the largest number of restaurants in Germany. As independent entrepreneurs, we therefore play a decisive role in shaping the 'face of the McDonald's brand' at local level. On the one hand, this means that we have to make our guests, employees and sound business practices our top priority at all times. Only then can we ensure that our guests have a great restaurant experience while at the same time creating an attractive working atmosphere for our employees.

By the same token, for McDonald's to remain successful in future, the company also has to maintain open channels of communication with its franchisees in order to identify and implement new ideas and concepts that will help set the organization as a whole on the right path for the future. Perhaps the best example of our commitment to the future came in March 2015 when we opened the largest and most modern McDonald's restaurant in Germany in Terminal 2 of Frankfurt Airport.

If you have ever visited this McDonald's restaurant, you will have seen that in certain areas we offer table service. In other words, you can order your food at your table from a member of staff with a tablet computer. The food will then be delivered to your table. We've introduced a host of other innovations in our restaurants that are enabling us to respond flexibly to the evolving lifestyle and eating habits of people in Germany. The number of vegetarians and flexitarians, for example, is rising every year. This is an opportunity for us as a foodservice provider to develop attractive products for these guests. Across Germany, there is growing consumer awareness

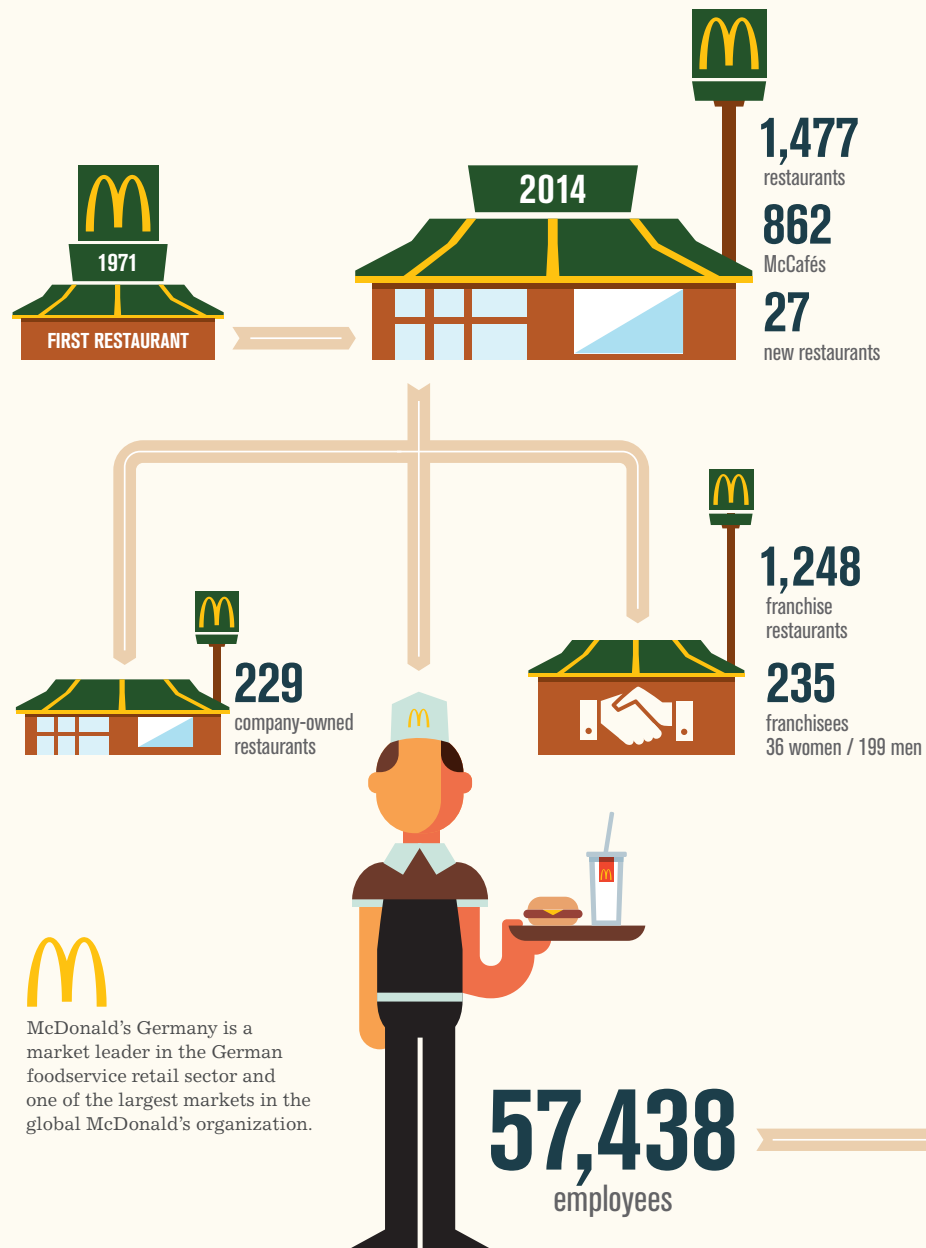


surrounding the quality of the food and drink we consume and an increased sense of responsibility and accountability. As you will see on the following pages, we are working hard to meet evolving expectations. We have aligned our content with some of the most frequent questions that our guests ask. The answers are often complex, but we have tried to present them as clearly as possible.

I hope that you discover a lot of new and interesting information about McDonald's Germany in this report. Should you have any questions, suggestions or requests about sustainability or any other issues, please do not hesitate to contact us. We would be delighted to help you further.

Best regards,  
Bernd Oude Hengel  
*Speaker of the Franchisee Leadership Council (FLC)*

# FACTS AND FIGURES ABOUT McDONALD'S GERMANY



## → OUR SUSTAINABILITY STRATEGY

We are working hard to meet our responsibility for the environment and society as a whole at every stage of our value chain – from agriculture through the preparation of our products in our restaurants to the recycling of waste. We are hardwiring sustainability into the McDonald's brand. The McDonald's global sustainability strategy provides us with the strategic framework to achieve this.

We want our efforts here to yield benefits for both the company and the communities in which we operate. To help us achieve this, we have established five pillars, namely sourcing, food, planet, people and community.



## OUR FOOD, YOUR QUESTIONS

**8,492**  
questions

Our guests, fans and critics have been asking questions about the quality, origin and preparation of our products on the online platform "Our food. Your questions." since 2013. In 2014, our team of specialists responded individually and publicly to around 8,500 questions. The core topics here include product quality, the origin of raw materials and the availability of gluten-free, lactose-free, vegetarian and vegan products. We also received a lot of questions about animal husbandry and genetic engineering.

[www.fragmcdonalds.de](http://www.fragmcdonalds.de)



**2M**  
guests per day



**EUR 3 BN**  
in revenue per year

**70,000**  
customer service contacts

Guests can also submit questions, complaints and requests to McDonald's customer service by phone, letter or e-mail. We were contacted 70,000 times in 2014; 34 percent of these contacts were complaints from guests relating to sustainability issues.

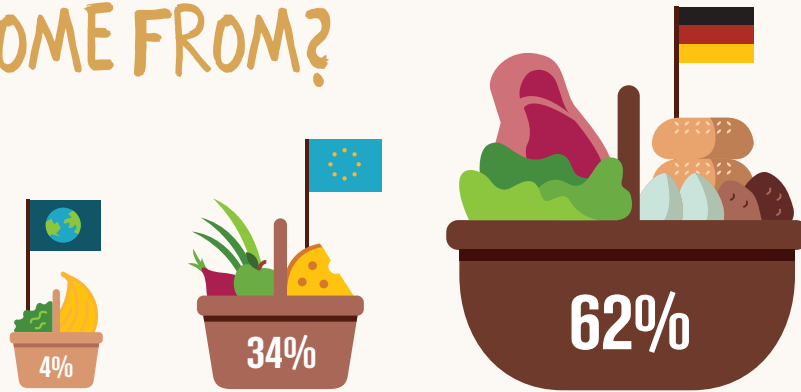
[www.mcdonalds.de/kontakt](http://www.mcdonalds.de/kontakt)

## SOCIAL MEDIA

McDonald's Germany engages with guests through four social media channels. Around two thirds of the company's 2.5 million Facebook fans are between 13 and 24 years old. Our guests submitted around 200 creative videos as part of our 'Kick the trash' campaign.



# WHERE DO YOUR INGREDIENTS COME FROM?



## PRODUCE IN TONS



POTATOES   117,526	25%	75%
WHEAT FLOUR   30,853	2% 10%	88%



BEEF   40,507	10%	90%	
CHICKEN   21,695	13%	64%	23%



PORK   4,561	8%	92%
--------------	----	-----



MILK   30,744	50%	50%
---------------	-----	-----



FISH   963	57%	43%
------------	-----	-----

EGGS   1,844	100%
--------------	------

CHEESE*   6,185	5%	42%	53%
-----------------	----	-----	-----



LETTUCE   10,685	2%	70%	28%
------------------	----	-----	-----



TOMATOES   5,698	31%	69%
------------------	-----	-----



ONIONS   14,501	17%	83%
-----------------	-----	-----



CUCUMBERS   2,671	7%	93%
-------------------	----	-----



APPLES   3,264	15%	81%	4%
----------------	-----	-----	----



STRAWBERRIES   395	22%	78%
--------------------	-----	-----

BANANAS   373	100%
---------------	------

MELONS   284	48%	52%
--------------	-----	-----



COFFEE   1,237	100%
----------------	------



OIL   16,330	12%	58%	30%
--------------	-----	-----	-----

SUGAR   8,747	1%	43%	56%
---------------	----	-----	-----

## → OUR SUPPLIERS

McDonald's Germany sources as much of its agricultural raw foodstuffs as possible from within Germany. 62 percent of our raw foodstuffs (*in tons*) came from Germany in 2014. 34 percent was sourced from the EU and only 4 percent from other countries. Measured as a percentage of purchased volume in euro, we actually sourced 75 percent of products from Germany. All of our suppliers have to meet the highest quality standards. We try to avoid long transport distances and support local agriculture in order to keep environmental impact low and ensure our produce remains fresh. Our guests judge the quality of our food based on the freshness and balance of our ingredients together with our commitment to sustainability.



As such, we are collaborating with our partners across the supply chain to make measurable progress in a number of areas, including animal husbandry.



**62%**  
from Germany

## OUR FOOD:

We choose ingredients based on quality, food safety, availability and price. Potatoes, wheat flour, beef, pork, eggs and cucumbers account for the largest percentage of raw foodstuffs sourced from within Germany – a clear sign of our commitment to German agriculture. We source the majority of potatoes for our french fries, for example, from a region of Germany known as the Hildesheimer Börde in the state of Lower Saxony. The high-quality soil in the Börde region is the most fertile in Germany and therefore ideal for cultivating potatoes.

In February 2015, McDonald's Germany started offering burgers made entirely of Simmental beef, which we primarily source from small and medium-sized agricultural holdings in Bavaria and Baden-Württemberg.

## NUMBER OF PRODUCTS AND SUPPLIERS IN 2014

**1,028**

food and packaging products

Collaboration with **129** suppliers; relationships stretching back over 30 years with **31** of these, for instance:



# CAN I EAT MEAT AT McDONALD'S WITH A CLEAR CONSCIENCE?



## DUAL USE

McDonald's sources the majority of its beef from dairy cattle. The environmental footprint is therefore distributed between milk and meat. Whereas beef cattle are reared exclusively for meat production and slaughtered after 18 to 24 months, dairy cattle produce milk for around four to five years before slaughter.



## FEED

Dairy cattle are mainly fed hay, silage and pelleted feed. This diet is supplemented with nutrient- and protein-rich fodder made from plants. As with humans, water is the most important nutrient for cattle.

## BEST BEEF

McDonald's Germany has been collaborating with partners from the agriculture and meat processing sectors and the scientific community to develop a bonus program that rewards sound agricultural practices and improvements in animal welfare and health. The program is currently in its pilot phase and comprises three modules, namely husbandry, feed and livestock management. **Facts about BEST Beef 2014:**

- Five farming cooperatives participating
- Four abattoirs participating
- 1,880 agricultural holdings involved
- BEST Beef bonus paid for 28,000 cattle



## SLAUGHTER PRACTICES

Our beef supplier in Germany works exclusively with EU-approved slaughterhouses and cutting plants. McDonald's suppliers are obliged to undergo regular training. In 2014, for example, one of these courses was held by renowned US animal scientist and animal husbandry consultant Temple Grandin.



## ANIMAL HUSBANDRY

Loose housing is considered the best option for housing dairy cattle in Germany. Cattle can move freely and have access to lying, feeding and drinking areas at all times. In smaller holdings, especially in southern Germany, cattle are also traditionally housed in stanchion barns with fixed lying and feeding areas. Stanchion barns are considered to be outdated, however. The majority of new barns built today are based on the loose housing model.



Since 2011, we have sourced all of our pork from animals that have not been castrated and which are part of the QS \*quality program. In 2014, a total of 4,561 tons of pork was processed for us.

\*The QS quality scheme for food is an inspection scheme for food from farm to shop.

## → HIGH QUALITY

Meat is a firm fixture of everyday life in Germany. However, the way society perceives and values animal products is changing. The consequences of meat consumption for people, animals and the environment are being hotly discussed in many areas. Many people are turning to more balanced, varied diets with greater focus on vegetables and cereal products. In response to consumers' growing awareness of food quality and accountability, McDonald's now offers special meat quality levels, such as Simmental beef from German farms. McDonald's is also working hard to expand its vegetarian offering. On our 'Your questions. Our answers.' website ([www.fragmcdonalds.de](http://www.fragmcdonalds.de)), we provide transparent answers to environmental and ethical questions. Guided by McDonald's global goals, we aim to source beef in future from cattle that have been reared sustainably and will be committing to sustainable forms of animal husbandry that focus on the welfare of livestock.



## FEED

Chickens are fed different feed mixtures at various stages of their lives. Wheat, corn, pelleted soy extract and protein-rich plants such as rapeseed are the main sources of feed here. These mixtures are enriched with micronutrients such as minerals, vitamins and amino acids.



## ANIMAL HUSBANDRY

The animals usually have straw bedding and access to feed and water at all times. All breeding farms meet at least one internationally recognized standard. We work continually with our suppliers to improve farming conditions: **Examples:**

- Piloting the use of bales of straw as well as various pecking objects and adjustable platforms
- Platforms with dust baths to improve the health of chickens' feet



## EGGS

All of our eggs, including those used for our McDonald's breakfast products, are free range. No genetically modified feed is used.

## BEST CHICKEN

Since 2013, McDonald's has been working with scientists and selected agricultural holdings on a program aimed at improving conditions under which chickens are reared. The initiative aims to achieve measurable improvements in animal welfare through a number of initiatives such as reducing livestock numbers and introducing activities to keep chickens occupied. Farmers, suppliers and McDonald's have jointly developed rearing guidelines to this end.



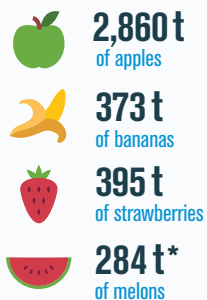
## ANTIBIOTICS

Antibiotics can only be prescribed and administered by a licensed veterinarian. McDonald's has been monitoring the use of antibiotics in its poultry supply chain since 2001. Between 2012 and 2015, we were able to reduce the amounts of antibiotics given to all broilers by around 15 percent (based on mg/kg of live weight).



# IS YOUR FOOD GOOD FOR MY FAMILY?

**3,912 t**  
**TOTAL AMOUNT OF FRUIT**



**HAPPY MEAL**

## BOOKS AND GAMES IN HAPPY MEALS



## ALWAYS EVOLVING

Our Happy Meals contain a range of organic products, including organic milk, organic apple slices and our organic fizzy apple drink. In February 2014, we added an extra portion of fruit to our Happy Meal offering. Our young guests can now choose between three different fruit products in addition to their main meal, side order and drink: organic apple slices, fruit puree ("Fruchtquatsch") and an organic yoghurt drink with fruit\*\*.



### MARINE STEWARDSHIP COUNCIL (MSC)

**SINCE 2011**  
Fish from certified sustainable fisheries for:  
• Filet-o-Fish  
• McFish\*

**963 t**



### RAINFOREST ALLIANCE

**SINCE 2008**  
Coffee (caffeinated) from certified sustainable plantations in restaurants and McCafés

**1,237 t**



### ECO LABEL

**SINCE 2003**  
Certified organic products:  
• Milk in Happy Meals  
• Apple slices (since 2012)  
• Fizzy apple drink (since 2012)  
• Yoghurt drink (since 2014)\*\*

**3,423 t**

## → A RESPONSIBLE DIET

People in Germany have access to plentiful and varied supplies of food. In a global context, the situation is almost second to none. However, as demographics change and the lives and lifestyles of individuals evolve, diet and health are becoming the subject of intense debate across the country. One of the key issues here is the need to develop viable strategies for healthier diets. We develop our product offering responsibly. Product quality and food safety are always our top priority. Variety, choice and transparent information about ingredients and nutrition are equally important factors here. We have already introduced vegetarian burgers as well as fruit and organic products in our Happy Meals and low-fat and low-salt products. We aim to continue our efforts here and make it easy for our guests, especially families, to make balanced food choices.



**37,140**

### INTERNAL CONTROLS

An external lab takes and tests food samples from every restaurant four times a year. The restaurants document compliance with general hygiene requirements on a daily basis. This is one way in which we ensure that we step up to our duties as a food business operator, in particular our primary responsibility for food safety as stipulated under European regulations.

**150**

### FOOD SAFETY AUDITS

Every year, unannounced food safety audits are carried out at 10 percent of our restaurants by independent laboratories.

**1,012**

### ATCQ VISITS

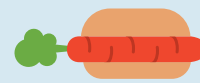
Within the framework of Across the Counter Quality Controls (ATCQ), the quality of our buns, meat, french fries and lettuce is regularly tested in our restaurants at every step of preparation – from storage to the finished product.

### QSC

We have defined standards for quality, service and cleanliness (QSC) that are applicable to the many different workflows in every McDonald's restaurant. Specially trained employees, such as our Field & Operations Consultants, regularly check compliance with these standards.

### MYSTERY SHOPPERS

Each of our restaurants is visited twice a month by restaurant testers. These mystery shoppers assess product quality, speed of service, friendliness, communication and cleanliness in restaurants.



**Approx. 10 M**

### VEGGIE BURGER

**SINCE 2010**  
In 2014, we sold around 10 million Veggieburger TS products. This corresponds to 1.1 percent of all burgers sold during this period. This veggie burger has been part of our offering since February 2010.



**125 t**

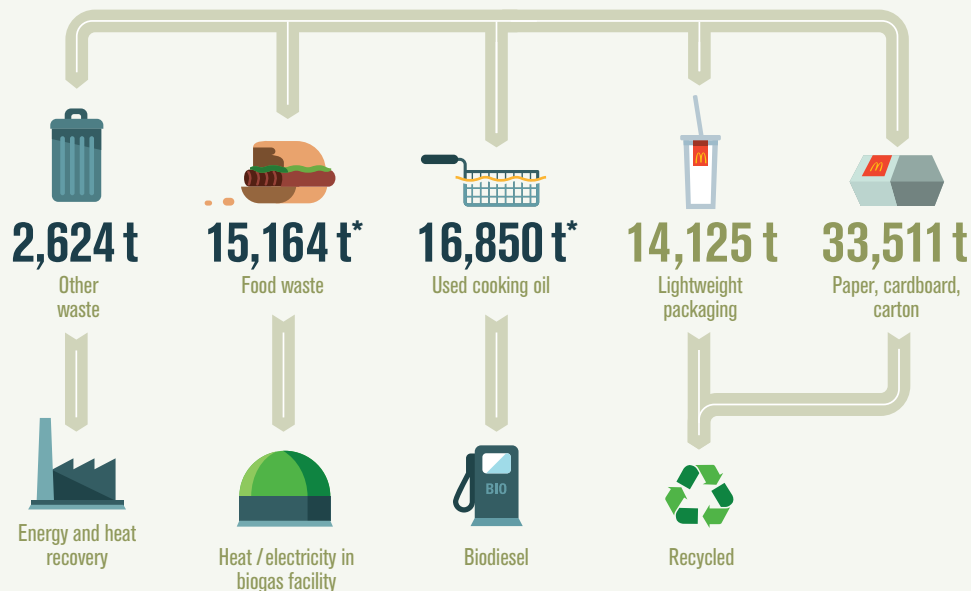
### SALAD

**SINCE 2003**  
Salads have been part of the McDonald's menu since 1986. Our guests have been able to choose between french fries and salad as a side order with McMenu meals since 2003.

\*\*No longer sold as of August 2015

\*No longer sold as of 2015

# WHAT DO YOU DO WITH ALL YOUR WASTE?



## → RECOVERING WASTE

Packaging is an integral part of our business. At McDonald's, we use packaging to present our products and provide our guests with important information. Packaging is also crucial for ensuring food safety and transporting goods. Moving forward, we aim to keep the amount of material we use as low as possible and use renewable raw materials and recycled products wherever we can. We are working to ensure that all of the wood used for our paper comes exclusively from certified, sustainable forests. Once our products have been consumed, the remaining packaging is sorted into categories by our employees and fed back into the materials cycle. We do not think of used packaging as waste but as an important, reusable resource.



**47,636 t**  
of packaging recovered



In 2014, we used a total of 47,636 tons of packaging materials, which is five percent less than in 2013. This includes service packaging (used for handing products over to guests, for example burger boxes and drink containers), transport packaging and non-packaging waste of similar material (for example serviettes).



**91%**

Percentage of our service packaging that is made up of **regenerative raw materials**.

**2014**

Year in which we started transitioning to **virgin fiber paper** from certified sustainable forests.

**73%**

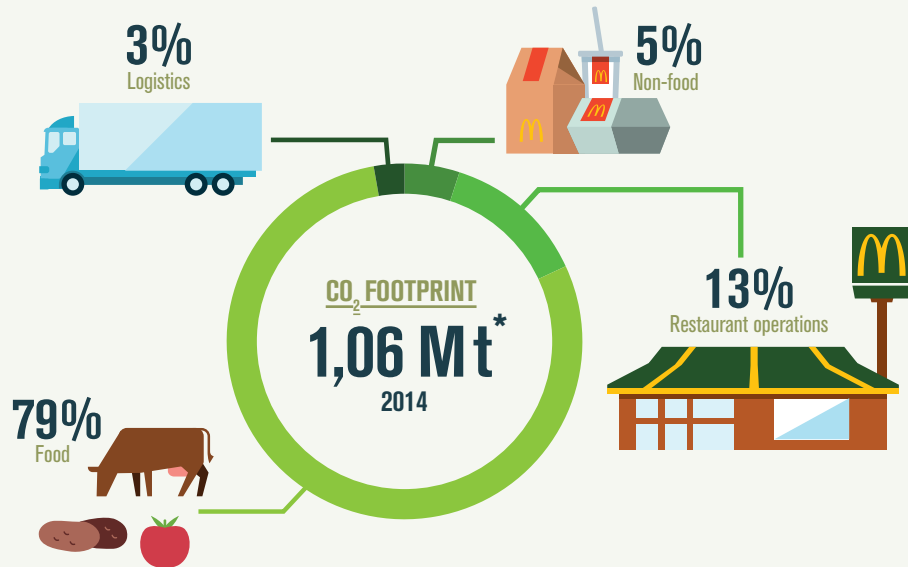
Proportion of recycled material in our most important product packaging, for instance for Big Macs, Chicken McNuggets and french fries.



## ANTI-LITTERING AND YOUR CONTRIBUTION

Unfortunately, our packaging is often carelessly discarded instead of being placed in the designated waste containers. Our employees regularly collect this discarded packaging from around our restaurants and from neighboring areas such as green spaces and bus stops. These anti-littering patrols are part of our internal McDonald's standards. McDonald's Germany and its franchisees have been organizing and supporting waste collection drives for many years now, in particular at local level.

# WHAT IS MCDONALD'S DOING TO PROTECT THE CLIMATE?



## WHAT OUR FRANCHISEES THINK

"Changing the RLT unit (ventilation system) in my restaurant in Sinsheim has enabled me to achieve three goals at once. The increase in efficiency has enabled us to cut energy costs and reduce our primary energy consumption by around 40 percent. We can also provide our guests with the perfect air conditioned environment to enjoy their meals," franchisee Eberhard Wenz (Sinsheim).



"Switching my pylon to LED lighting was a logical decision that has really paid off. It shines brighter than ever, while consuming significantly less energy; and this has drastically cut operating costs. It's been a profitable investment that is also good for the environment – I firmly believe this is the way forward," franchisee Alexander Bahl-Voigt (Plauen and Schleiz).

## IN-HOUSE FLEET



**468**  
vehicles

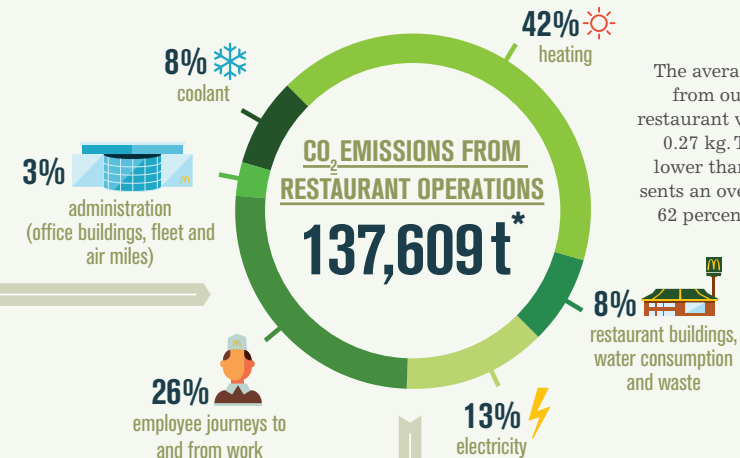
Our internal car policy has outlined CO<sub>2</sub> thresholds for all vehicles since the start of 2012.

**125**

g / km CO<sub>2</sub> emissions  
We have reduced CO<sub>2</sub> emissions per kilometer by 8 percent since 2012.

## → CUTTING EMISSIONS

In 2014, we reached a key milestone: All of our restaurants in Germany draw their energy from regenerative sources. This has enabled us to drastically reduce CO<sub>2</sub> emissions from our restaurants. We remain committed to reducing energy consumption further through the deployment of innovative technology in our restaurants. The new restaurants we build today consume around 30 percent less energy than the average for all restaurants. However, we now have to work with our suppliers and partners to shift the main focus of our climate protection efforts to a much earlier stage in our value chain. Our next goal is to reduce emissions here. We are working closely with our suppliers and also a number of experts to do this.



The average CO<sub>2</sub> emissions from our restaurants per restaurant visit amounted to 0.27 kg. This is 36 percent lower than 2013 and represents an overall reduction of 62 percent relative to 2011.

## GREEN ENERGY



**100%**  
GREEN ENERGY  
SINCE 2014



**6,5%**  
wind power



**93,5%**  
hydroelectric

**82,000 t**

reduction in CO<sub>2</sub> emissions by increasing the share of renewable energy to 100 percent.

**747,213 MWh**

Total energy consumption at restaurants

**7% lower than 2013**

Energy consumption consists of electricity consumption and natural gas consumption.



**556 MWh**

energy consumption per restaurant

## ENERGY SAVING

**29%**

less energy consumption in new restaurants compared with the average of all restaurants thanks to innovative



building technology



kitchen technology

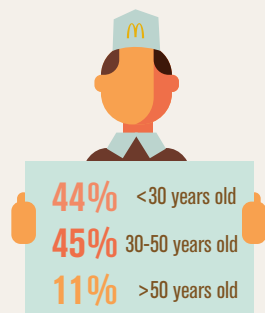


energy controlling systems

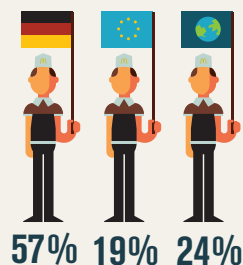


# IS McDONALD'S MORE THAN JUST A JOB?

## EMPLOYEES BY AGE\*



## 125 NATIONALITIES\*



## PERIOD OF EMPLOYMENT\*



57,438  
EMPLOYEES



Women 53%\* Men 47%\*

## WOMEN IN MANAGEMENT POSITIONS\*



## EMPLOYMENT STATUS\*



## → HOW WE WORK

McDonald's is the largest employer in the German restaurant business. We offer many people outstanding training and skills development opportunities in our restaurants and in administration. Young people's expectations of vocational training are particularly important to us. Diversity and integration are at the very heart of what we do – every day, people from 125 countries work together in our organization. Treating each other with respect is a key prerequisite here. McDonald's adheres to the collective wage agreement negotiated by the Federal Association of the Foodservice Sector (*BdS*) and the Food, Beverages and Catering Union (*NGG*). As of January 1, 2015, employees are paid a starting wage of EUR 8.51 and also receive a range of other attractive benefits. In addition, we are also rapidly aligning wages in eastern and western Germany.



## EMPLOYEE TRAINING 2014

- In 2014, we held 1,337 courses for employees in restaurant management. 11,032 people took part in these courses.
- 30 percent of restaurant managers (company-owned restaurants) started their careers as crew employees.



11,032  
course participants



## TRAINING OPPORTUNITIES 2014

**Training: Specialist in the hospitality services industry** (*Fachkraft im Gastgewerbe, FKGS*)

- Duration: Two years
- Prerequisite: German Hauptschule (basic secondary schooling)
- Number of trainees 2014: 360
- Number of graduates 2014: 133 (of which 102 were hired by the company)

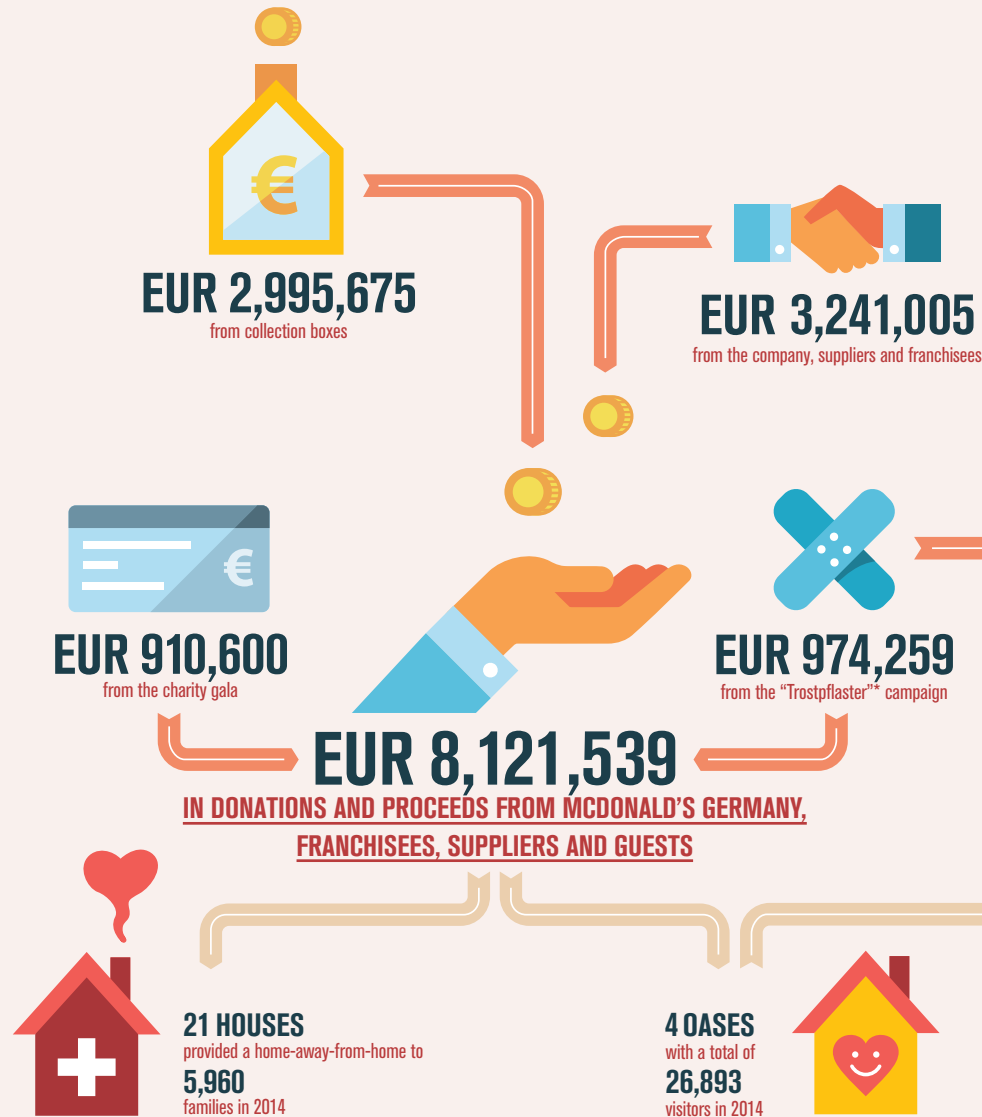
**Training: Expert in the foodservice sector** (*Fachmann/Fachfrau für Systemgastronomie, FASY*)

- Duration: Usually three years
- Prerequisite: Good grades from middle-ranked secondary schools (*Realschule*) or university entrance examination (*German Abitur*)
- Number of trainees 2014: 1,095
- Number of graduates 2014: 411 (of which 308 were hired by the company)

**Combined work/study program: Bachelor**

- Duration: Three years
- Prerequisite: University entrance examination or graduation from technical college (*Fachabitur*)
- Number of students 2014: 146
- Number of graduates 2014: 37 (of which 26 were hired by the company)

# WHERE DOES THE MONEY IN YOUR COLLECTION BOXES GO?



Ronald McDonald Houses offer families a temporary home-away-from-home while their seriously ill children are being treated as in-patients at nearby hospitals.

Ronald McDonald family rooms (*Ronald McDonald Oases*) provide a sheltered space in hospitals for young outpatients and their families.

## → COMMUNITY INVOLVEMENT

Ronald McDonald House Charities (*McDonald's Kinderhilfe Stiftung*) has been helping families stay close to their seriously ill children while they are treated in hospital for 28 years. To date, over 86,000 families have found a home from home at Ronald McDonald Houses. The Oases provide a comfortable space for children to spend time while being treated as outpatients. The charity also supports other projects that help children in need and runs a 'Kindergesundheitsmobil' (*kid's health truck*) in the German city of Essen. McDonald's Germany has been providing ongoing support for the charity ever since it was founded, by making direct donations, collecting donations from restaurant guests, organizing trainee activities and through its annual charity gala. In 2014, 203 admin staff at McDonald's took part in the company's Corporate Volunteering Program, donating a total of 1,355 hours of their time. McDonald's Germany, its franchisees, suppliers and guests donated a total of EUR 8.1 million in 2014. We collected around EUR 3 million in donations from our guests through our collection boxes. All money donated in our collection boxes goes directly to the Ronald McDonald House Charities.

You can find further information on this at: [www.mcdonalds-kinderhilfe.org](http://www.mcdonalds-kinderhilfe.org)



## TROSTPFLASTER\* CAMPAIGN

In fall 2014, McDonald's launched "Trostpflaster", its main charity event for the Ronald McDonald House Charities foundation. As part of the campaign, restaurants sold packs of plasters with fun designs to guests for one euro. 84 cents from each sale went directly to the foundation to support families with seriously ill children. Our trainees and students in the combined work/study program in our restaurants played a major role in ensuring that the campaign was a success. They came up with a number of creative ideas such as special tombolas and service activities.



## CORPORATE VOLUNTEERING

One in three admin employees at McDonald's Germany donated one working day to our Corporate Volunteering Program.

**1,176,575**  
Sold Packs of Plasters

## RONALD MCDONALD HOUSES OPENED IN SANKT AUGUSTIN AND HAMBURG-ALTONA

The Ronald McDonald House Charities foundation opened two new Ronald McDonald houses in 2014. The house in Sankt Augustin comprises 24 apartments and the Hamburg-Altona house 11. In 2015, the two houses will provide around 650 families with a place to stay while their seriously ill children are treated at hospitals nearby. The house in Hamburg also features an integrated Oasis that can be used as a space to rest and relax by children being treated on an outpatient basis. The house has been designed in such a way that the shared rooms such as the kitchen, living and play rooms can also be used as a place of rest by outpatients and their families.



RONALD MCDONALD HOUSE CHARITIES

## RONALD MCDONALD HOUSE CHARITIES

The foundation is part of the international Ronald McDonald House Charities organization. There are 344 Ronald McDonald Houses and 187 Ronald McDonald Oases in 37 countries across the globe (as at December 2014).

# GRI-G4-CONTENT- INDEX 2014

## LEGEND

**CR:13** CR Report 2013

**CR:14** CR Report 2014

**@** Facts and figures about  
McDonald's Germany -  
Online document



*This report was prepared in accordance  
with the core option of the G4 guidelines  
of the Global Reporting Initiative (GRI)*

## General standard disclosures


General standard disclosures	Page	External assurance*	Description
<b>Strategy and analysis</b>			
G4-1	(p.1) <b>CR:14</b>	-	Introduction from the Managing Director
<b>Organizational profile</b>			
G4-3	(p.3-4) <b>CR:14</b>	-	Name of the organization
G4-4	(p.6) <b>CR:13</b>	-	Primary brands, products, and services
G4-5	(p.6) <b>CR:13</b>	-	Location of organization's headquarters
G4-6	(p.6) <b>CR:13</b>	-	Countries where the organization operates
G4-7	(p.6) <b>CR:13</b>	-	Nature of organization and legal form
G4-8	(p.6) <b>CR:13</b>	-	Markets served
G4-9	(p.3-4) <b>CR:14</b>	-	Scale of the organization
G4-10	(p.15-16) <b>CR:14</b> ; (p.12, p.16) <b>@</b>		Total number of employees
G4-11	(p.15-16) <b>CR:14</b>	-	Employees covered by collective bargaining agreements
G4-12	(p.5-8) <b>CR:14</b>	-	Organization's supply chain
G4-13	(p.17) <b>@</b>	-	Changes regarding size, structure, ownership, or supply chain
G4-14	(p.7) <b>CR:13</b>	-	Precautionary approach or principle
G4-15	(p.8) <b>CR:13</b>	-	Externally developed economic, environmental and social charters, principles, or other initiatives
G4-16	(p.8) <b>CR:13</b>	-	Memberships in associations and national or international advocacy organizations
<b>Identified material aspects and boundaries</b>			
G4-17	(p.3-4) <b>CR:14</b>	-	Entities included in consolidated financial statement
G4-18	(p.22) <b>CR:14</b>	-	Process for defining the report content and the Aspect Boundaries
G4-19	(p.4-5) <b>CR:13</b>	-	List of material aspects
G4-20	(p.22) <b>CR:14</b>	-	Material aspects within the organization
G4-21	(p.22) <b>CR:14</b>	-	Material aspects outside the organization
G4-22	(p.22) <b>CR:14</b>	-	Effects of restatements of information
G4-23	(p.22) <b>CR:14</b>	-	Significant changes from previous reporting periods
<b>Stakeholder engagement</b>			
G4-24	(p.5) <b>CR:13</b>	-	Stakeholder groups engaged
G4-25	(p.5) <b>CR:13</b>	-	Basis for identification and selection of stakeholders
G4-26	(p.5) <b>CR:13</b>	-	Organization's approach to stakeholder engagement
G4-27	(p.5) <b>CR:13</b>	-	Key topics and concerns raised through stakeholder engagement
<b>Report profile</b>			
G4-28	(p.22) <b>CR:14</b>	-	Reporting period
G4-29	(p.22) <b>CR:14</b>	-	Date of most recent previous report
G4-30	(p.22) <b>CR:14</b>	-	Reporting cycle
G4-31	(p.22) <b>CR:14</b>	-	Contact point
G4-32	(p.22) <b>CR:14</b>	-	"In accordance" option
G4-33	(p.22) <b>CR:14</b>	-	External assurance
<b>Governance</b>			
G4-34	(p.17) <b>@</b>	-	Governance structure of the organization
<b>Ethics and integrity</b>			
G4-56	(p.8) <b>CR:13</b>	-	Organization's values, principles, standards and norms of behavior

# GRI-G4-CONTENT-INDEX 2014

## Specific standard disclosures

Disclosure on Management Approach (DMA) and indicators	Page	Reason for omission	External assurance*	Description
<b>Category: Economic</b>				
<b>Material aspect: Economic performance</b>				
G4-DMA	(p.6) <b>CR:13</b>		-	
G4-EC1	(p.3-4) <b>CR:14</b>		-	Direct economic value generated and distributed
<b>Material aspect: Market presence</b>				
G4-DMA	(p.33) <b>CR:13</b>		-	
G4-EC5	(p.15-16) <b>CR:14</b>		-	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation
<b>Material aspect: Procurement practices</b>				
G4-DMA	(p.11-12) <b>CR:13</b>		-	
G4-EC9	(p.5-6, p.7-8) <b>CR:14</b>		-	Proportion of spending on local suppliers at significant locations of operation
G4-FP2	(p.7-8) <b>CR:14</b> ; (p.3, p.4) <b>@</b>		-	internationally recognized responsible production standards, broken down by standard
<b>Category: Environment</b>				
<b>Material aspect: Materials</b>				
G4-DMA	(p.11-12) <b>CR:13</b>		-	
G4-EN1	(p.5-6, p.9-10, p.11-12) <b>CR:14</b> ; (p.2, p.4, p.17) <b>@</b>			Materials used by weight or volume
G4-EN2	(p.11-12) <b>CR:14</b> ; (p.4) <b>@</b>		-	Percentage of materials used that are recycled input materials
<b>Material aspect: Energy</b>				
G4-DMA	(p.27) <b>CR:13</b>		-	
G4-EN3	(p.13-14) <b>CR:14</b> ; (p.8, p.17) <b>@</b>			Energy consumption within the organization
G4-EN4	(p.13-14) <b>CR:14</b> ; (p.10) <b>@</b>			Energy consumption outside of the organization
<b>Material aspect: Emissions</b>				
G4-DMA	(p.27) <b>CR:13</b>		-	
G4-EN15	(p.13-14) <b>CR:14</b> ; (p.7, p.8, p.18) <b>@</b>		-	Direct greenhouse gas (GHG) emissions (scope 1)
G4-EN16	(p.13-14) <b>CR:14</b> ; (p.8, p.18) <b>@</b>		-	Energy indirect greenhouse gas (GHG) emissions (scope 2)
G4-EN17	(p.13-14) <b>CR:14</b> ; (p.7, p.18) <b>@</b>		-	Other indirect greenhouse gas (GHG) emissions (scope 3)
<b>Material aspect: Effluents and waste</b>				
G4-DMA	(p.27) <b>CR:13</b>		-	
G4-EN23	(p.11-12) <b>CR:14</b> ; (p.11, p.18) <b>@</b>			Total weight of waste by type and disposal method
<b>Material aspect: Transport</b>				
G4-DMA	(p.27) <b>CR:13</b>		-	
G4-EN30	(p.13-14) <b>CR:14</b> ; (p.10, p.18) <b>@</b>		-	Environmental impact of transporting products and other goods and materials

# GRI-G4-CONTENT-INDEX 2014

Category: Social				
Category: Social - Subcategory: Labor practices and decent work				
Material aspect: Employment				
G4-DMA	(p.15–16) <b>CR:14</b> ; (p.33) <b>CR:13</b>		-	
G4-LA2	(p.15–16) <b>CR:14</b> ; (p.12) @		-	Benefits provided to full-time employees that are not provided to temporary or part-time employees
Material aspect: Labor /management relations				
G4-DMA	(p.33) <b>CR:13</b>		-	
G4-LA4	The minimum notice period for operational changes is four weeks (regulated by law, not set down in the existing collective wage agreement).		-	Minimum notice periods regarding operational changes
Material aspect: Training and education				
G4-DMA	(p.33) <b>CR:13</b>		-	
G4-LA9	(p.33) <b>CR:13</b> ; (p.15–16) <b>CR:14</b> KPI Courses for restaurant management last between one and five days. Crew staff are trained on the job.	This information is not available at present. We are currently assessing whether it is possible to develop a system capable of accurately recording the annual number of hours spent in training and skills development measures.	-	Average hours of training per year per employee by gender, and by employee category
G4-LA10	(p.15–16) <b>CR:14</b> ; (p.12) @		-	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings
Material aspect: Diversity and equal opportunity				
G4-DMA	(p.33) <b>CR:13</b>		-	
G4-LA12	(p.15–16) <b>CR:14</b> ; (p.12, p.16) @			Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity
Category: Social - Subcategory: Society				
Material aspect: Local communities				
G4-DMA	(p.17–18) <b>CR:14</b>		-	
G4-SO1	(p.17–18) <b>CR:14</b> ; (p.15) @		-	Percentage of operations with implemented local community engagement, impact assessments, and development programs
Material aspect: Anti-corruption				
G4-DMA	(p.8) <b>CR:13</b> ; (p.19) @		-	
G4-SO4	(p.8) <b>CR:13</b> ; (p.19) @		-	Communication and training on anti-corruption policies and procedures
Category: Social - Subcategory: Product responsibility				
Material aspect: Customer health and safety				
G4-DMA	(p.20–25) <b>CR:13</b> ; (p.9–10) <b>CR:14</b>		-	
G4-PR1	(p.21–22) <b>CR:13</b> ; (p.9–10) <b>CR:14</b>		-	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement
G4-PR2	(p.22–23) <b>CR:13</b> ; (p.9–10) <b>CR:14</b>		-	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes

# GRI-G4-CONTENT-INDEX 2014

G4-FP5	(p.22–23) <b>CR:13</b> ; (p.9–10) <b>CR:14</b>		-	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards
G4-FP6	(p.21–22) <b>CR:13</b>		-	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and added sugars
Material aspect: Product and service labeling				
G4-DMA	(p.20 und p.24) <b>CR:13</b> ; (p.19) @		-	
G4-PR3	(p.19) @		-	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements
G4-PR5	(p.3–4) <b>CR:14</b>		-	Results of survey measuring customer satisfaction
Material aspect: Marketing communications				
G4-DMA	(S.25) <b>CR:13</b>		-	
G4-PR6	(p.3–4, p.5–6, p.7–8, p.9–10) <b>CR:14</b> ; (p.6) @		-	Sale of banned or disputed products
G4-PR7	(p.25) <b>CR:13</b> ; (p.6) @		-	Non-compliance with regulations and voluntary codes concerning marketing communications
Material aspect (sector disclosures): Animal welfare				
G4-DMA	(p.7–8) <b>CR:14</b>		-	
G4-FP9	(p.7–8) <b>CR:14</b> ; (p.2) @	This information is not available at present. The exact number of animals by species and breed type cannot be determined at present. We are assessing whether it is possible to record this data accurately.	-	Animals raised and/or processed
G4-FP10	(p.7–8) <b>CR:14</b>		-	Physical alterations and use of anesthetic
G4-FP11	(p.7–8) <b>CR:14</b>		-	Animals raised and/or processed by species and breed type
G4-FP12	(p.7–8) <b>CR:14</b>		-	Antibiotic, anti-inflammatory, hormone and/or growth promotion treatments
G4-FP13	(p.7–8) <b>CR:14</b>		-	Non-compliance related to transportation, handling and slaughter practices



# ABOUT THIS REPORT

The reporting period is the 2014 calendar year (*January 1 through December 31, 2014*). The deadline for submissions was June 30, 2015. McDonald's Germany updates and publishes its sustainability data every year. The current report focuses on the main improvements made in 2014 and includes updated key sustainability indicators.

You can find further details about our strategy, management approaches and programs in our 2013 Corporate Responsibility Report, which we published in September 2014 (*available online at [www.mcdonalds.de/verantwortung](http://www.mcdonalds.de/verantwortung)*). The information is structured around eight core questions asked by our guests, who are our most important stakeholder group. The content is shown in the form of clear infographics.

This report was written in line with the core options of the G4 guidelines published by the Global Reporting Initiative (GRI). The external auditing company KPMG AG Wirtschaftsprüfungsgesellschaft was commissioned to perform an audit to provide limited assurance as per International Standard on Assurance Engagements (ISAE) 3000. The audit

covered selected indicators, which are highlighted accordingly in the report. You can view additional information about our figures and indicators for previous years as well as accompanying explanations relating to the GRI Index and the independent audit certificate from KPMG in "Facts and figures about McDonald's Germany, Supplement Corporate Responsibility: 2014 Update" (*available online at: [www.mcdonalds.de/uber-uns/cr-report](http://www.mcdonalds.de/uber-uns/cr-report)*).

All information in the report refers to the management of McDonald's Germany, the restaurants operated directly by McDonald's Germany and all restaurants in Germany run by franchisees. Where this is not the case, we explicitly refer to it in the report. In the interests of readability, we do not generally write out the full legal names of companies and non-profit organizations.

In cases where McDonald's Deutschland Inc. is referenced in the report, the corresponding information refers exclusively to company-owned restaurants and administration. Contact partners for any queries relating to the report and its content are listed in the publishing details.

## PUBLISHING DETAILS

### EDITOR, RESPONSIBLE FOR CONTENT

McDonald's Deutschland Inc.  
Zweigniederlassung München  
Drygalski-Allee 51  
81477 Munich, Germany

### EDITED BY

McDonald's Deutschland Inc.  
Zweigniederlassung München  
Diana Wicht  
Noemi Castro Batista

### DESIGNED BY

Klaas Horeis / vingervlug  
Sebastian Iwohn - Illustration  
Weidenallee 10B  
20357 Hamburg

### PRINTED BY

Mayr Miesbach GmbH  
Am Windfeld 15  
83714 Miesbach

### CONTACT

McDonald's Deutschland Inc.  
Zweigniederlassung München  
Redaktion / Corporate Responsibility  
Drygalski-Allee 51  
81477 München

[www.mcdonalds.de/verantwortung](http://www.mcdonalds.de/verantwortung)  
T: +49 (0) 89 78594 8215  
F: +49 (0) 89 78594 368  
E-Mail: [verantwortung@mcdonalds.de](mailto:verantwortung@mcdonalds.de)

©2015 McDonald's Deutschland  
Partial or complete reproduction of graphics, images or text is not allowed without the permission of McDonald's Deutschland Inc.



Das Papier dieses Nachhaltigkeitsberichts ist ein hochweißes Premium-Recyclingpapier aus 100% Altpapier mit FSC®-Zertifikat und Blauem Engel.

WRI/WWF 06/03/023