



# McDonald's CSR / Sustainability Journey

1955 - 1989

Building the Trust Bank

1990 - 2000

Confronting Societal Issues

2000 - 2012

Socially Responsible

2012-2020

Shared Value





A Venn diagram consisting of two overlapping circles. The left circle is labeled 'BUSINESS VALUE' and the right circle is labeled 'SOCIAL VALUE'. The overlapping area in the center is labeled 'SHARED VALUE'. The circles are filled with a light brown color and have a dotted border. The background is a textured, light gray surface with a dashed rectangular border.

BUSINESS  
VALUE

**SHARED  
VALUE**

SOCIAL  
VALUE



**ENJOY OUR FOOD REGULARLY**

**PRODUCED  
RESPONSIBLY**



**OPPORTUNITY**

**ENGAGED AND PROUD TO SERVE**



**WELCOME IN THE COMMUNITY**



**ABUNDANT AND AFFORDABLE  
RESOURCES**





# Collaborating for Success



## SUSTAINABLE SUPPLY VISION



McDonald's vision for sustainable supply is a supply chain that profitable yields high-quality, safe products without supply interruption while leveraging our leadership position to improve the ethical, environmental, and economic impacts of doing business for both the McDonald's system and the world at large.





# The 3-legged Stool



**Suppliers**



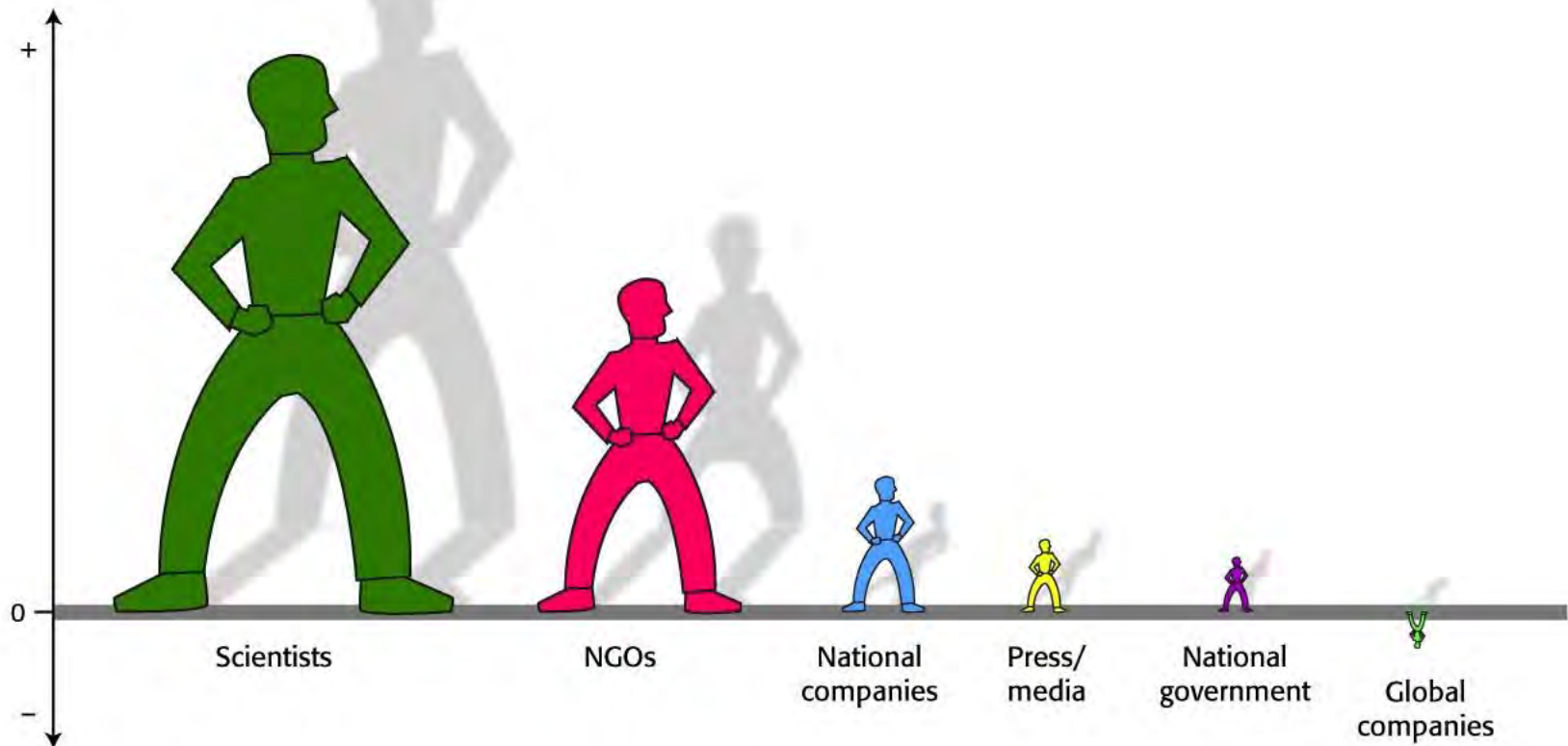
**Owner/Operators**



**Employees**

# Trust gap between companies and scientists/NGOs

Net Trust in Institutions,\* Average of 22 Countries, 2012



\*Net trust equals "a great deal of trust" and "a fair amount of trust" minus "just a little trust" and "no trust at all."





# McDonald's 2000 Animal Welfare Council



- Purdue
- Colorado State
- Kansas State/Michigan State
- UC-Davis



# **McDonald's**

## **2013 Academic Advisors**

Swedish University of Ag Science

FAI Farms Oxford UK

Iowa State – Swine

Mississippi State – Animal Health

Colorado State – Animal Behavior

UC Davis – Poultry

Iowa State – Animal Welfare

University of Calgary – Animal Welfare

Michigan State – Animal Welfare

University of Arkansas - Poultry

Kansas State – Beef

University of Wisconsin – Dairy/Beef





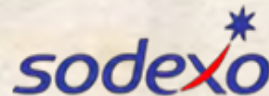
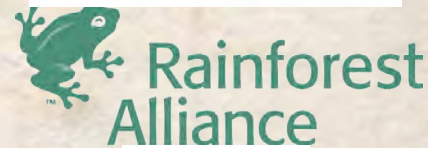
**Science**  
says

**Customers**  
expect

# Get Engaged—Get in the Mix



## Global Roundtable for Sustainable Beef



Dow AgroSciences





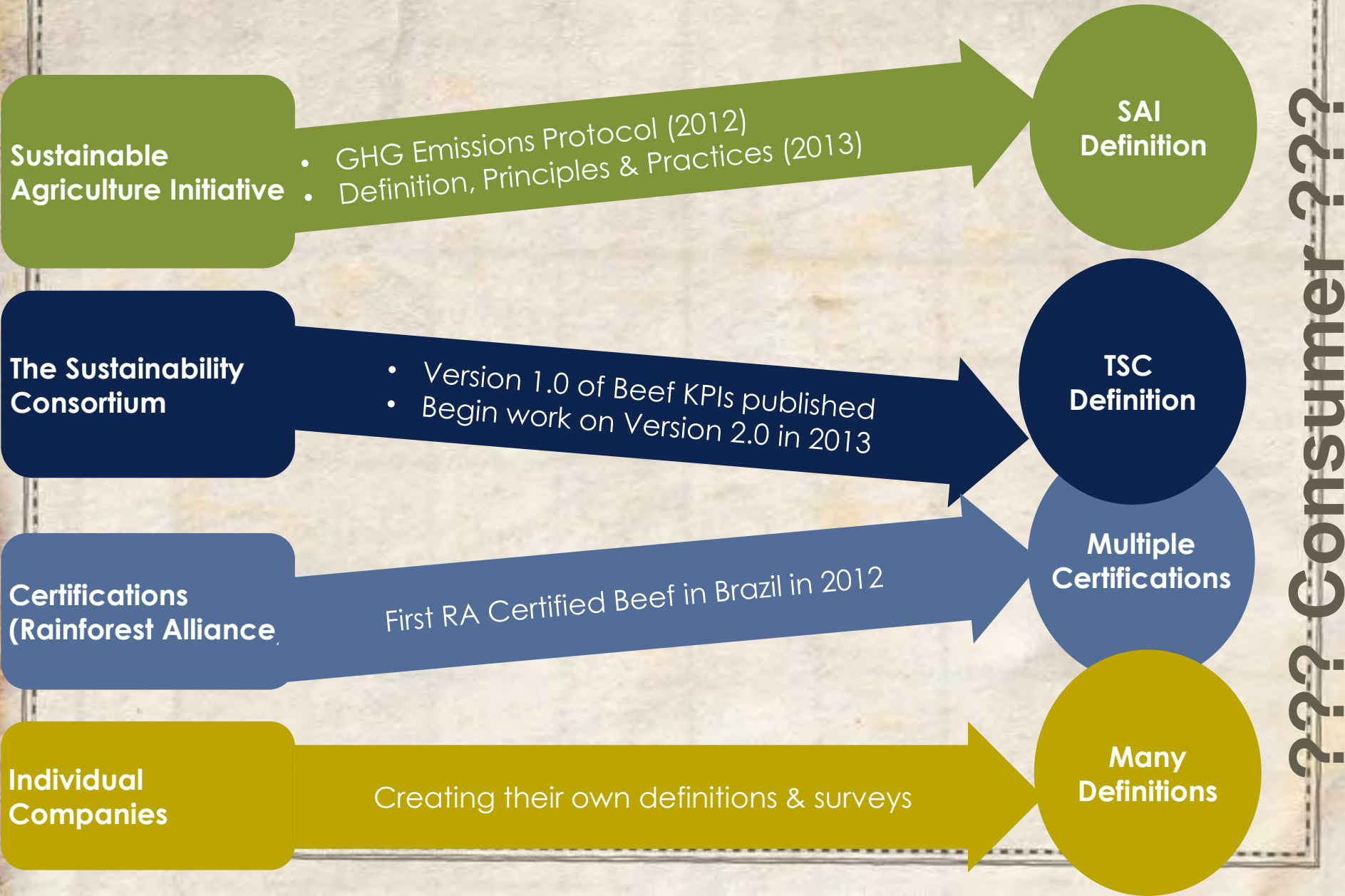


## Global Roundtable for Sustainable Beef

**The vision.....**a world in which all aspects of the beef value chain are environmentally sound, socially responsible and economically viable.

**The mission ....**to advance continuous improvement in sustainability of the global beef value chain through leadership, science and multi-stakeholder engagement and collaboration.

# Efforts to “Define” Sustainable Beef





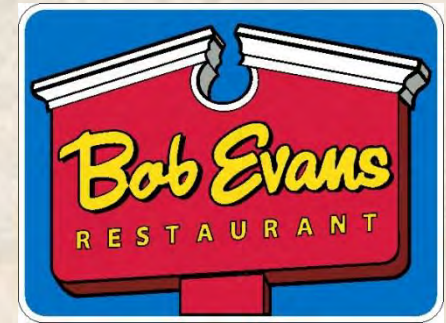
**UC DAVIS**  
UNIVERSITY OF CALIFORNIA

**Cargill**<sup>TM</sup>

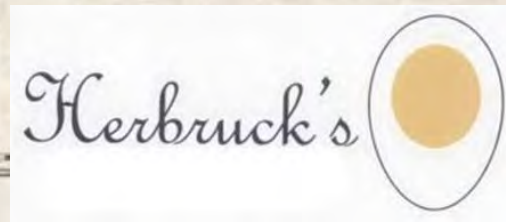


AMERICAN HUMANE

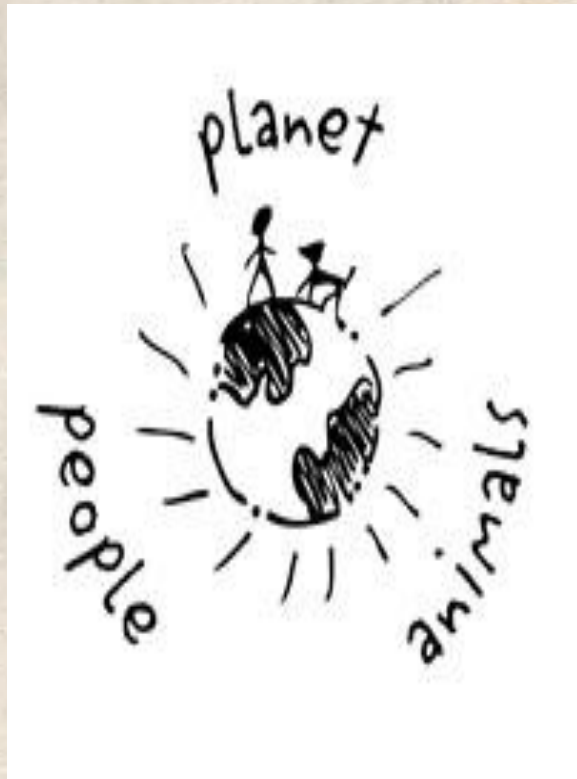
Protecting Children & Animals Since 1877



Coalition for Sustainable Egg Supply



“Here’s the bottom line: We can argue a lot today about what is and what is not sustainable.



But by 2050, with 9 billion people on the planet, nearly 3 billion more than today, consuming twice as much as we are now, whatever is sustainable today isn’t going to be in 2050.

So we’ve got to get better. We’ve got to figure out how to do more with less.”



Jason Clay,  
SVP, WWF



# McDonald's: Collaborating for Measureable Sustainability

**BEEF**

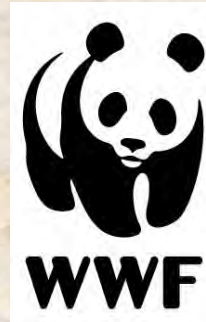
**POULTRY**

**COFFEE**

**PALM OIL**

**PACKAGING**

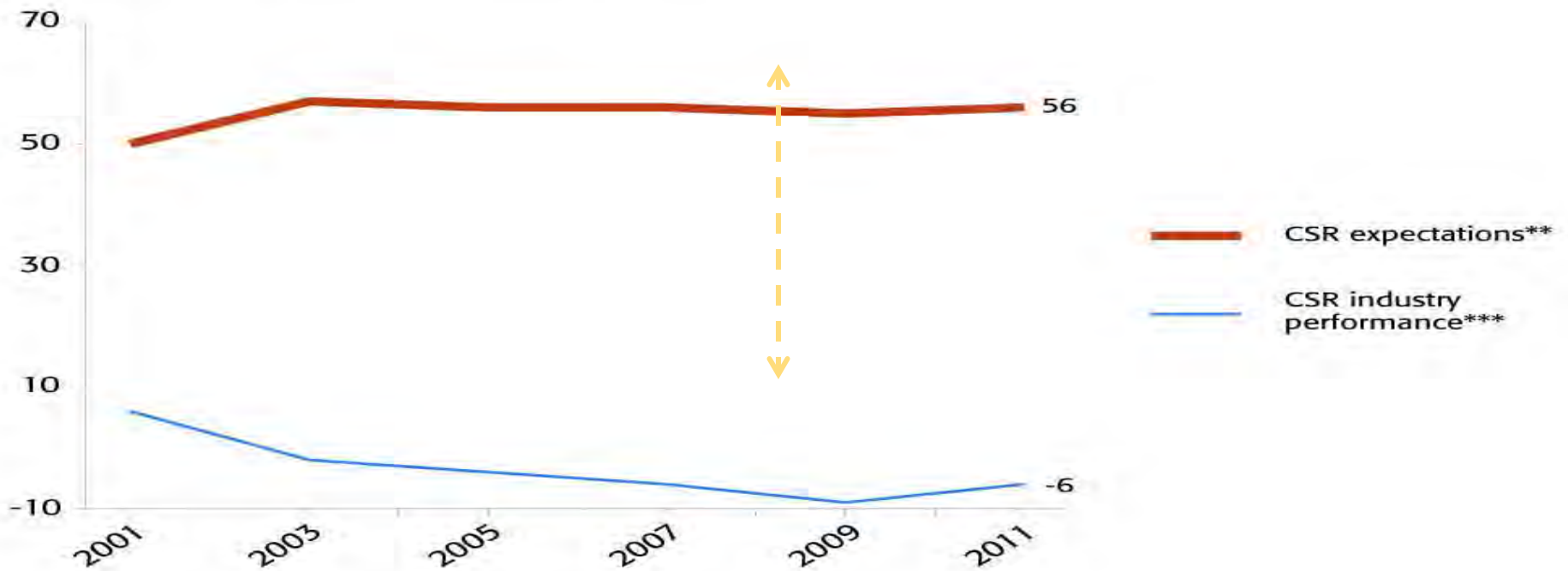
**FISH**



# Large gap between expectations on CSR and industry CSR performance

## Expectations vs Performance Gap

Average of 15 Tracking Countries,\* 2001–2011



R11W1\_2t12t\_gap

\*Includes Australia, Brazil, Canada, Chile, China, France, Germany, Italy, Mexico, Nigeria, Russia, South Korea, Turkey, the UK, and the USA.

\*\*Aggregate net expectations of up to 10 responsibilities of large companies (not all responsibilities



# **PARTNERING FOR SUSTAINABLE FOOD & AGRICULTURE**

