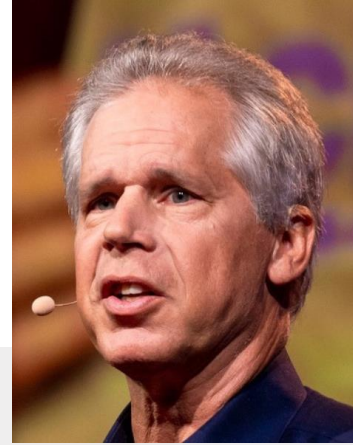


THE SOCIAL LICENCE CHALLENGE: LESSONS LEARNED FROM THE BATTLEFRONT



**BOB
LANGERT**

Former Vice President of Corporate
Social Responsibility and
Sustainability, McDonald's

The Social Licence Challenge:

Lessons Learned From The Battlefield

Bob Langert

Retired VP, Sustainability and Corporate Social
Responsibility

McDonald's Corporation

Author: "The Battle To Do Good"

“This partnership showed that collaboration can effectively spur innovation and lead to powerful results that make sense for both business and the environment.”

**Fred Krupp, President of the Environmental
Defense Fund**

Openness
+
Collaboration
+
Action

=

Successful Societal
Engagement

Trust

No extra cost

“I saw more animal welfare progress throughout the industry by working with McDonald’s than I had done in all my previous 25 years of work.”

Dr. Temple Grandin

Openness
+
Collaboration = Successful Societal
+ Trust
Action No extra cost

"When Healthier Generation collaborated with McDonald's to set these goals in 2018, we could not have imagined the ways in which our world and businesses would have to adapt. Nevertheless, McDonald's dedication and persistence toward the goals, and ultimately to families around the world, resulted in meaningful change."

**Kathy Higgins, chief executive officer
at Alliance for a Healthier Generation**

Openness
+
Collaboration = Trust
+
Action

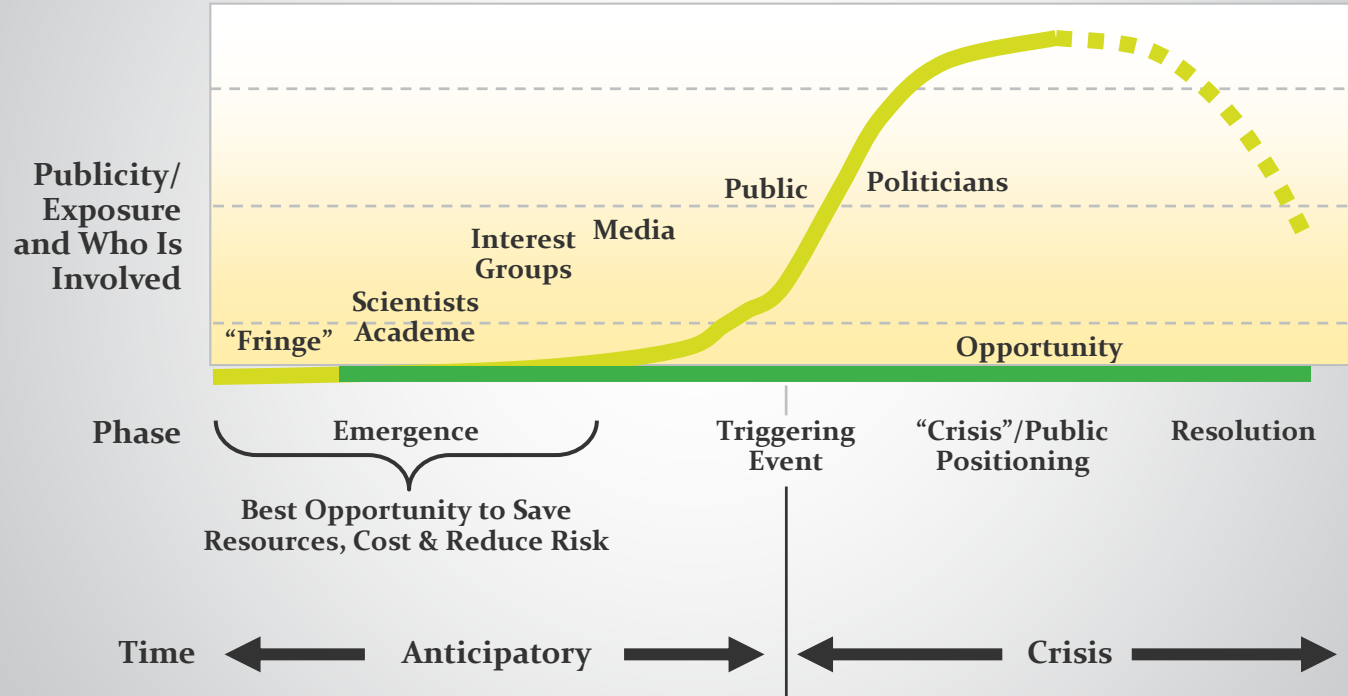
Successful Societal
Engagement

No extra cost

1990-2014 Societal Report Card

Crisis Management:	A
Strategic integration:	F
Brand health:	F
Communication:	F

Anticipatory Societal Management



71% of McDonald's
customers:

“Don't feel good about the
food they are eating.”

OUR JOURNEY. TOGETHER FOR GOOD.

FROM

- ⦿ Right thing to do
- ⦿ Disjointed
- ⦿ Potpourri of local, global, and AOW activities
- ⦿ Hard to drive sustainable effort that breaks through



TO

- ⦿ Central to growing our business & brand
- ⦿ Aligned across the system
- ⦿ Focused vision and global framework
- ⦿ Sharing our story & getting credit

OPENNESS
+
COLLABORATION
+
ACTION
+
**STRATEGIC
FRAMEWORK**

IMPROVING OUR BRAND HEALTH
BY 1%

=

2% INCREASE IN SALES

(SUSTAINABILITY = 50% OF BRAND
ATTRIBUTES)



THE BATTLE TO DO GOOD

Inside
McDonald's
Sustainability
Journey

**BOB
LANGERT**

The Social License Challenge:

Open

Collaborative

Action-oriented

Strategic

THANK YOU!

langertbob@gmail.com

LinkedIn: @boblangert