

TORONTO
SUSTAINABILITY
SPEAKER SERIES



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Awareness. Choice. Performance

[TSSS Event Brainstorming Ideas from Oct. 9, 2013](#)

What would you recommend for McDonald's to do to more fully integrate transparency into their sustainability strategy?

- Make local stores and frontline staff critical to customer engagement. Ensure staff is informed so they can provide candid, transparent answers.
- Put sustainability strategy on paper on the tray.
- Broadcast/make available company sustainability strategy sessions.
- Transparency of pay and benefits.
- Define a common terminology in communication.
- Connect with kids - what do kids want to understand?
- Share where you are not making progress.
- Build on the menu labeling to include environmental impact info e.g. what does 85% renewable resources mean?
- Provide information on a full lifecycle analysis of products.
- Give data access to external users.
- Real-time discussion to get ideas for solutions to problems.
- Make info on sustainability interactive in stores.
- Liaise with competitors.
- Community level store transparency.
- Collaborate to identify risks and what to do to prevent risk expansion and then develop your own action plan.
- Use eco-labels.
- Not just aggregated data; re emissions get specific e.g. private jets versus commercial.
- Participate fully in the CDP.
- Social media response to customer concerns?
- LCA on key products based on five pillars.
- For Weight Watcher, show points for each item.
- Employee engagement on sustainable metrics.
- Show the education funding for employees.
- Energy use and where is your energy coming from eg renewable sources.
- Food miles traveled to destination.
- How much is spent on advertising?
- How much is spent on CSR?
- Set targets on five pillars.
- Obesity; diabetes: teach English to meet.
- Advertise sustainability as a personal strategy.
- Standards on all coffee not just espresso.
- Where does waste go? Reduce waste -food and package.

- Toys in Happy Meals where do they come from – e.g. impact?
- Less air-conditioning
- New business model; no beef; veggie burgers.
- Scenarios on how climate change will impact the supply.
- More twitter (twitter chats)
- Crowd source ideas and innovation.
- Hire NGO leader as Board member.
- Answer all questions (not just some); some of our questions not answered.
- Publish the name and location of all factory farms and audit results (video as well).
- Make the website easier to navigate.
- Disclosure to the CDP (risks, performance).
- Make supply chain requirements public.
- Get someone else to write your sustainability report.
- Transparency of costs and revenue opportunities.
- Increase marketing budget.
- Country specific disclosure on corporate sustainability
- Send an executive to an NGO for a 1 year term.
- Tell us how you are engaging with employees and getting feedback from employees.
- Disclose number of kids who choose Happy Meals with apple and milk.
- Storyline of sustainability from farmers to consumers.
- Work within local media to communicate your messages.
- Regional sustainability messages
- Seminars for customers (Moms and tots)
- More educational seminars to teach people about sustainability
- Social aspect of sustainability (employees; especially front line workers)
- Add in the 'why', e.g. add in the 'why' about palm oil.
- Educating front line workers
- Front line worker ambassador program or outreach program
- Your own version of SuperSize Me
- LEED certification of stores
- McDonald's website for kids – games re nutrition, environment, etc.
- Disclose what you still need to do; e.g. 85% of recycled paper; what about the remaining 15%.
- Kiosk that discloses calorie total; social totals; carbon footprint
- Full disclosure on all aspects of footprint, e.g. cars idling, trucking/shipping
- Have more messaging in stores.
- Better communication of sustainability wins on food packaging; e.g. stats on waste
- Social media communication strategy; integrate sustainability strategy in social media, e.g. facebook; twitter
- Clarify why brown packaging is more sustainable.
- Hold global conference-franchisees share best practices.
- To engage young people; create an app or game that asks children how to eat healthier using McDonald menu items.
- Show full supply chain from meat side (beef and poultry) in terms of pictures and videos.
- Disclose full list of suppliers and provide consumers opportunity to complain.
- Be more quantitative, provide more measurable results; e.g. % biofuels used in fleet.
- Sponsor school trips to suppliers to teach sustainability in supply chain.
- Put nutritional value on actual food containers.
- Highlight and disclose logistics.
- Define clear metrics/scorecard for all material areas of your business, and make it public.
- Clarity about compensation across the company (average wage, CEO vs average)
- Disclose food supply sourcing: This burger came from...; This bun came from...; This lettuce came from..
- Show carbon footprint of menu items, especially sandwiches.
- Make the healthy nutritional choice the default choice (hold dressing, portion sizes, etc.)
- Report on % of healthy choices purchased vs. Big Mac meals, etc.

- Education on nutrition in the restaurant (Hold the dressing; reduce the fat: here are your healthiest options).
- Partner with organizations that work with nutritional issues or at risk populations to teach nutritional literacy.
- Salary metrics: publish the differential between the lowest and highest paid employees.
- Disclose where your factories are and who runs them.
- Post carbon metrics that come from the drive through.
- Sharing or collaborating with other fast food companies for their sustainable practices, similar to Nike's open platform.
- Publish a map of the farms in Canada where food comes from.
- Codes on packages to help show exact origins of food.
- Communicate end of life instructions for waste. What packaging goes in what bin? (Cut out shapes?)
- Pass along information about the questions and demands of McDonalds on suppliers. Sustainability standards.
- Educate the consumers about the different certifications.
- Use packaging to educate about sustainability.
- More specific by what you mean by 'beef'.
- Packaging: communicate what the carbon footprint is.
- Phone application that shows where the food is sourced.
- Show metrics on the packaging: % recycling; %...
- Empower store employees to speak of sustainability.
- Shared benchmarking with competitors
- Transparency in the stakeholder engagement process.
- Transparency incentives: reward systems to publicize sustainability targets (internal/external)
- Transparency on bad things
- Ask stakeholders what to be transparent on.
- The Marks & Spencer Model: 100's of metrics for performance
- Financial valuation of sustainability efforts: How much are they investing (fully loaded); how much has that generated
- Instead of # billions saved under golden arches, advertize sustainability #s, e.g. waste saved.
- Take 'ask us anything' campaign global.
- Track back meat from McDonald's to suppliers' supply chain info.
- Campaign to publicize # of people ordering whole wheat buns
- CO2 emission on menu/packaging
- Train employees at all levels to respond to questions.
- Info on waste management at receptacles - recycling, garbage.
- Clear 3rd party certification.
- Provide forums for stakeholders to share concerns.
- Footprint/life cycle analysis on package
- Beef farmer interviews
- Mass media advertising
- Follow accepted frameworks.
- Integrated info in financial reports
- External audit
- Use social media.
- Annual CSR reporting
- Employee education as ambassadors
- Reporting against long term targets
- Disclose the good and the bad.
- Clearer definition of sustainability per product or silo
- Full cost accounting (not externalizing costs)
- Clear KPI
- Share good stories.

- Insist on supply chain transparency (they too must report).
- Follow accepted third party reporting frameworks.
- Seek to declare LEED certifications.
- Clear executive support for published policies
- Tie performance to management bonuses.
- Publish carbon footprint of fleet.
- Carbon footprint of product
- Geographic identification of food sourcing

What would you recommend for McDonald's to do to develop a more authentic connection with their customers?

- Make it fun for all ages.
- Strong, credible, visible leadership; lead by example
- Farm to table thinking (traceability of products – picture of the farm; location)
- Sustainability needs to be aligned with the brand – not too technical
- Open the kitchen up – so you can see 'what's cooking?'
- Have staff more engaged and engaging consumers (ambassadors): more informed staff; training
- Recruit and hire people with shared values; screen during hiring (esp. restaurant staff).
- Use simple language.
- More details about limitations of sustainability i.e. Why can't you get 100% recycled packaging?
- Franchise flexibility to pilot sustainability initiatives at their own stores.
- Informative commercials - not seeing a product - but to inform on health wellness, etc.
- Improve employee experience.
- Communicate more deeply with own employees to become ambassadors of brand.
- Acknowledge legacy of the past.
- Talk about faults; accountability. Open up about what you're uncomfortable about.
- Change the brand. Change the perception and the reality.
- Creating a brand not tied to food or money making.
- Do something authentic that doesn't necessarily mean saving money.
- Help school kitchens to improve obesity.
- Stretch goals: fair trade coffee; local food.
- Wow factor on moving market
- Continue to involve critics with senior management.
- 100 mile challenge on % can achieve on local sourcing
- Local sourcing; community events
- Opportunity to be the really healthy choice; that can change the climate
- Employee engagement and innovation
- Change perception of customer.
- Beware: 'Renewable material' creates cynicism. What does it mean? It came from a tree.
- % of advertising cost going to advertising of healthy choices
- Educate kids to eat healthy.
- Price the burger so they have the real price – externalities.
- Lobby government on sustainability
- Get them to make a Big Mac in the store.
- Don't dumb down information (offer more when needed).
- Speak their language.
- Do job swaps (work at McDonald's).
- Disclose how much waste produced/diverted in the store
- Tours of supplier facilities
- Source food locally and show it (and show transport savings)
- Give tax receipts to recipients; those who donate to RMHC at the store (don't claim it yourself).

- Try more options (ethnic food) to reach new customers.
- Copy what chipotle is doing ☺.
- Get another organization to write a report and/or interview internal/external stakeholders.
- Train front line staff to know about basics on sustainability commitments.
- Talk about what you haven't done yet.
- Only two bins in the store: recycling and compost.
- Talk about challenges openly.
- Answer all questions.
- RMcH – messaging through a campaign that is linked to restaurant
- Front line works need to be passionate about McDonald's and believe in sustainability (similar to Starbucks)
- Communicate that sandwiches are made to order.
- Store ambassadors – greeting clients.
- Hand out samples.
- Walmart greeter for nutritional facts.
- Social media games/quizzes
- Changing the physical i.e. roof top gardens; solar energy; water conservation; promote locally sourced foods.
- Engage with local schools: talk to them about nutrition; reading labels, etc.
- What problems do McDonald's solve, e.g. fast, health food?
- Need a spokesperson: high profile, credible spokesperson; role model for females; who is the Galen Weston of McDonald's?
- Website for kids – connect to kids
- Tours of suppliers/supply chain/production plants; open house
- Anti-SuperSize movie; Can you meet your dietary restrictions at McDonald's?
- Connect with front-line employees to connect with consumers; e.g. use gamification to provide incentives to employees
- Reusable containers (real plates; cutlery) as opposed to paper. This also improves restaurant experience.
- Glass wall to literally be transparent – to see through to kitchen.
- Drive through restaurants: encourage consumers to stop idling through signage. Communicate how much greenhouse gas reduced as a result.
- Highlight local supply chain (e.g. McLobster); quantify the \$ value: 'buy McLobster and put xx \$ back in the local economy'.
- Be transparent about negative consequences of over-consuming their products.
- Commit to sourcing locally whenever possible and communicate this; measure it; set a target.
- Articulate what is a 'living wage' in a given market/region and commit to paying this as a minimum.
- Ask for feedback. Really ask. And listen (Good job and keep doing it!)
- Customer driven menu items to be introduced. Contest? Keep it if successful. Do this per market e.g. Canada.
- Tours – come behind the scenes (factory, stores).
- Improve transparency – public reporting.
- Movies of farmers/producers. Highlight real people in supply chain.
- Ask customers about most pressing sustainability challenges/solutions – crowd source ideas.
- More illustration and actual performance – cradle to cradle of waste management (e.g. infographics)
- Increase social media presence.
- On-going 'ask us about...' campaign/service
- Make stores more welcoming: wifi comfort; welcoming front line staff with customer interaction.
- Employee training – finance; personal sustainability; mentoring network
- Profile employees and suppliers to bring them together.
- Crowd source one sustainability idea every quarter and implement it.

- Supplier farmers' market in parking lot
- Donate coffee to volunteer groups and community programs.
- Support local teams.
- Open locations to NGO meetings.
- Free music downloads: eco-friendly issues.
- Sustainable birthday parties/play areas
- Change in charitable focus, e.g. diabetes
- Healthy cooking classes for kids (at McDonald's birthday parties)
- Green and Healthy Customer Loyalty Program
- Sustainability + Health Online Game
- Engaging on health issues
- Co-host farmers' market.
- In closed restaurant environments, use non-disposable plates, cups and cutlery.
- Communicate: translate time savings from eating at McDonald's to time with family.
- Allow food customization on a cell phone application like Starbucks.
- Greater integration into local sponsorships.
- Allow for McDonald's to be a community meeting place; particularly for seniors.
- Be available at 'Doors Open Toronto': Open stores and corporate headquarters.
- Create an incentive to slow down.. e.g. when did you phone your Mom?; when did you read to your kids last?
- Healthy samples
- McDonald's farm
- Cooking schools
- Nutritional app
- Onsite nutritional consultant