





**Why and how**  
**we work** in strategy  
consulting for our clients?

## Why?

Because the search for sustainable development **calls into question companies' business models**, no matter the size and sector, and especially that of large international listed companies.

## How?

By opening up with the largest companies and engaging in a new strategic dialogue on their business model's sustainability with them, while **providing a political and strategic vision of the changes to take on**, in order to reach this goal.

# Why is it now possible?

1. The pressure from **financial reporting**, and **new regulations**  
(TCFD for instance)
2. The pressure from civil society including **consumers** and **NGOs**
3. **Large companies** already thoroughly changing their business models, and gaining a competitive advantage that **will upset the sectors in which they operate**



The  
McDonald's  
Case



# KEY FIGURES FOR MCDONALD'S FRANCE





# The Making of a National Hero in the **French Anti-Globalization Movement**





# Completely rethinking company integration into society



**Restaurants  
Environmental  
Impact**



**Agricultural  
Practices**



**Our relationship to  
the territory**



**Social &  
“McJobs”**



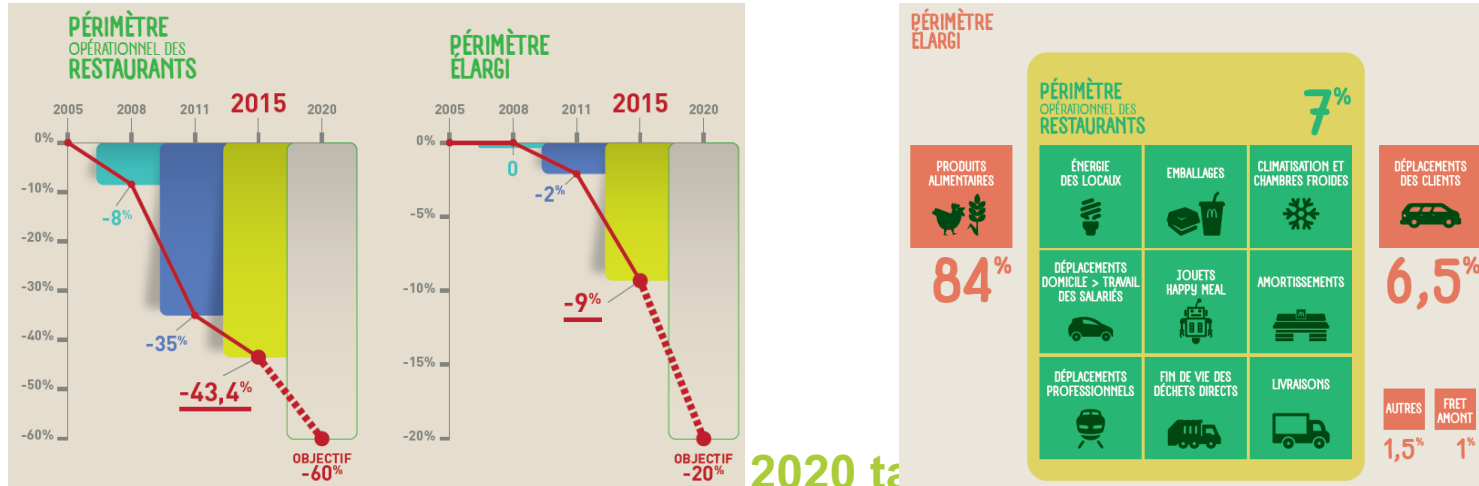
Zoom on

# THE French climate policy

LEADING THE CSR STRATEGY SINCE 2005

## 2 targets FOR 2020 (vs 2005)

[2015 carbon footprint results ; 5<sup>th</sup> ongoing carbon report ]

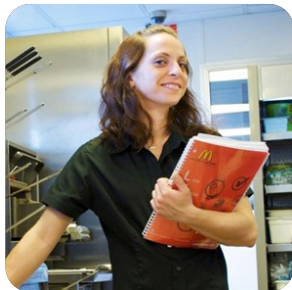


- **McDonald's Corporate has targets for 2030 vs 2015**  
-36 % vs 2015 for restaurants and -31% on the supply chain
- **McDonald's France has targets for 2050** including Paris Agreement targets and France Climate Plan towards **Carbon Neutrality**



# **ECOPROGRESS™** DRIVING RESTAURANTS CLIMATE POLICY FOR THE PAST 10 YEARS

- Ensuring environmental policies' maximum deployment in restaurants
- Reaching restaurants' climate targets



## **ECOPROGRESS SPECIALIST**

To help answer questions  
at anytime



## **ECOPROGRESS SOFTWARE**

To pilot restaurants'  
current practice



## **ECOPROGRESS ANIMATION**

To progress and  
advance



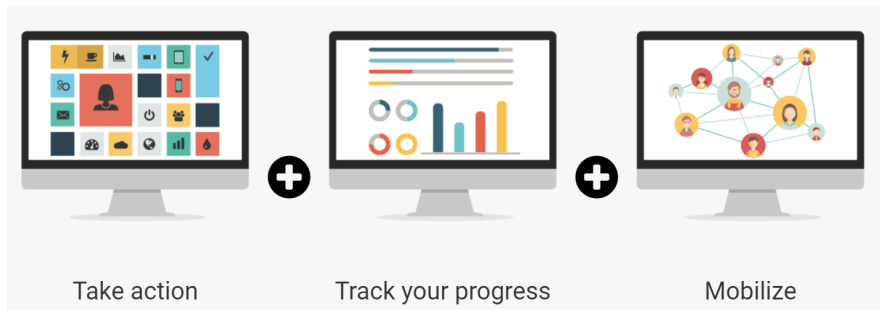
## **ECOPROGRESS CHALLENGE**

To incentivize  
restaurants



# in a nutshell

A unique combination of 3 applications  
for a fast and lasting transformation



Supported by a “people  
centric” animation team and  
a strong project management and  
governance



A powerful,  
action-taking solution  
serving  
**business  
transformation**  
purposes



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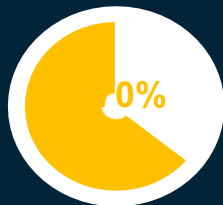
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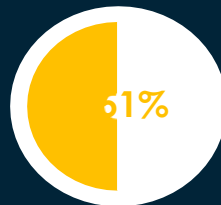
# Bringing Ingenuity to Life



# Behaviour is changing



70% of consumers are likely to be influenced by packaging that shows concern for the environment



51% of Millennials check packaging for sustainability claims



66% of consumers have avoided a particular product or brand for environmental reasons



70% have of consumers purchased an environmental product even when it cost more



39% of consumers always/often looked for environmental information on beverage packing

# Trends



Public sentiment will drive  
legislation and policy

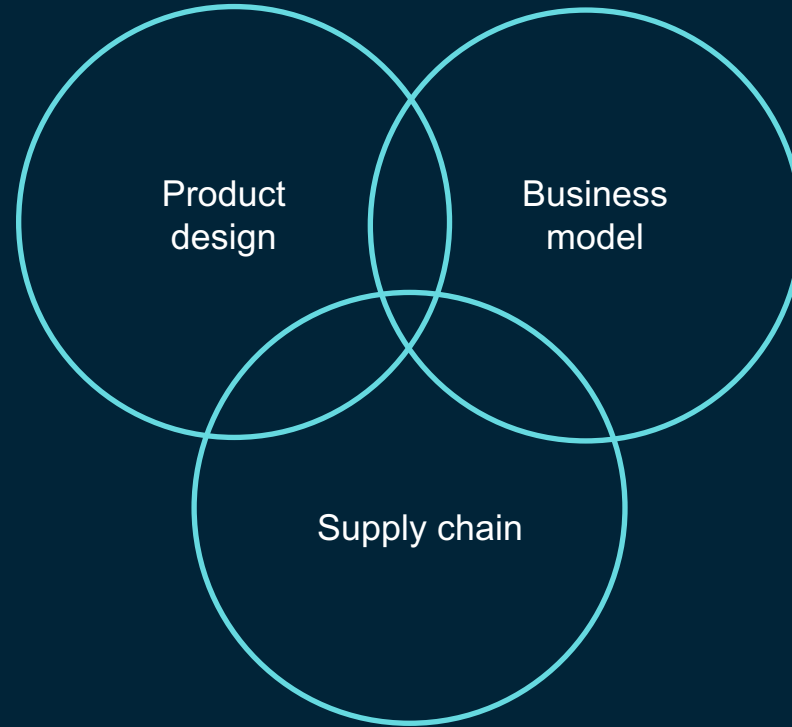


Legislation is slow  
but will follow



We will see regulation  
move further toward  
sustainable outcomes

# PA's circular economy expertise



# Selected PA case studies



**Circular re-design**



**Circular re-design / chemistry**



**Circular re-design / electronics**



**Circular business model**



**Waste valorisation**



**Sustainable manufacturing**



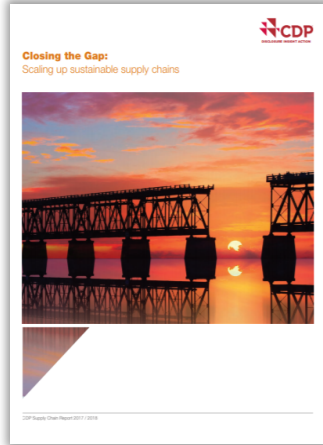




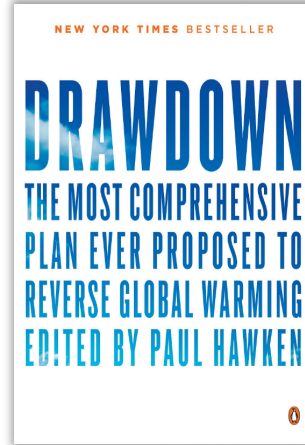
# UL Advisory Services

# Key Trends

## Collaborative response from UL



Carbon  
Management in the  
Supply Chain



Preparing for a  
Carbon Positive  
Future

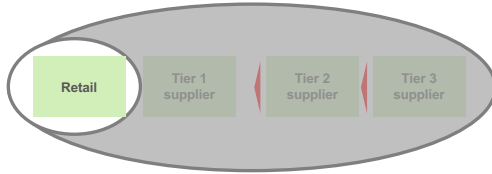


Measuring Circular  
Economy  
Performance



# Carbon Management in the Supply Chain

retailer



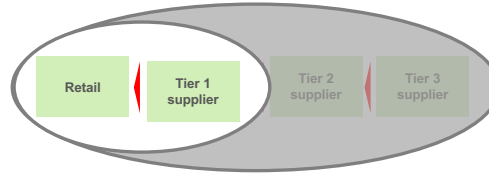
**Position:**

Strong focus on GHG management, member of CDP Supply Chain program

**Driver:**

Secure investment for long-term responsible growth, supply chain resilience

Tier 1 supplier



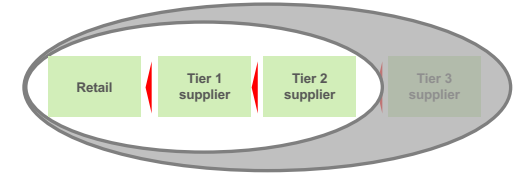
**Position:**

Key supplier to retailer, ambition to improve CDP Supply Chain score

**Driver:**

Illustrate strategic alignment with retailer, build supplier capacity

Contract  
Manufacturer



**Position:**

Supplier to T1 supplier, future target of extended GHG management program

**Driver:**

Operational efficiency, preparation for emerging carbon policy



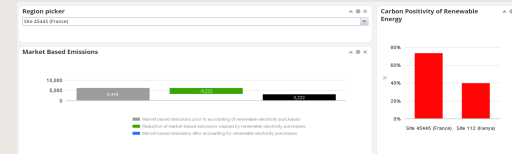


# Preparing for a Carbon Positive Future (UL 2854)

	Unit	Site 45445 (France)
<b>Entity climate positivity score for renewable electricity</b>	%	<input type="text" value="73%"/>
a) Creation of renewable electricity	Creation of renewable electricity	<input type="radio"/> Independent <input checked="" type="radio"/> Collaboration <input type="radio"/> Third Party
CP Score of a	CP Score 1	<input type="text" value="2"/>
b) Vintage of renewable electricity	Vintage of renewable electricity	<input checked="" type="radio"/> New (0-3 yrs) <input type="radio"/> Recent (4-6 yrs) <input type="radio"/> Established (6yrs +)
CP Score of b	CP Score 1	<input type="text" value="3"/>
c) Displacement of non-renewable electricity	Displacement of non-renewable electricity	<input type="radio"/> Fully displaces fossil fuel <input checked="" type="radio"/> Displaces with fossil fuel back up <input type="radio"/> Co-exists with fossil fuel
CP Score of c	CP Score 1	<input type="text" value="2"/>
d) Indirect impacts of renewable electricity	Indirect impacts of renewable electricity	<input type="radio"/> Positive (Direct co-benefits) <input type="radio"/> Neutral <input checked="" type="radio"/> Adverse
CP Score of d	CP Score 1	<input type="text" value="1"/>
e) Type of renewable electricity	Type of renewable electricity	Wind
CP Score of e	CP Score 1	<input type="text" value="3"/>

## Key aspects:

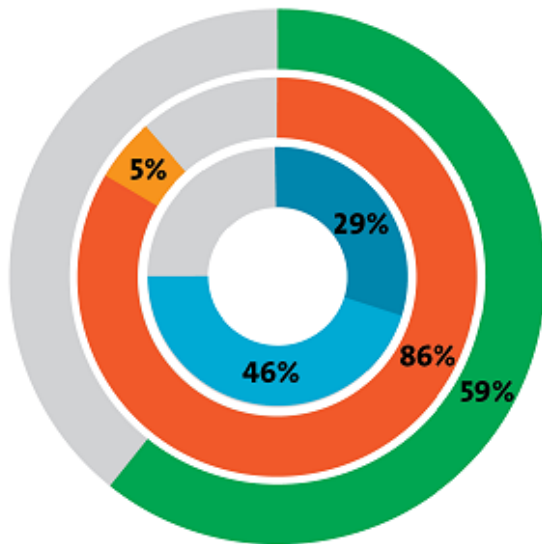
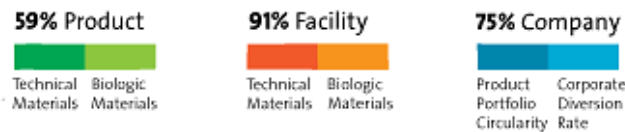
- Ability to develop bespoke scoring methodology depending on business context / climate positive philosophy
- Simple radio button / drop down data entry
- Score calculated as a single value allowing for inter-site comparison



The climate positivity criteria are largely based on UL standard 2854, but can be calibrated to an organisations perspective

# Measuring Circular Economy Performance

## Measuring & Reporting Circular Economy Aspects of Products, Sites & Organizations” (UL3600)



**PURPOSE:** to provide a clear way to measure and report progress toward circularity at the product, site, and corporate level.

- Label will be delivered through an EPD-like transparency report.
- Different shaded bars in each circle represent levels of achievement against specific concepts defined in the report.
- **Based on “bundles” of existing validations and certifications.**