

MCWASTE

MCDONALD'S WASTE POLICY FAILS THE TEST



ZERO WASTE FRANCE is an environmental association created in 1997 and previously named *Centre national d'information indépendante sur les déchets* (Cniid). Its purpose is to promote waste reduction and more broadly a better use of resources.

To fulfill its purpose, Zero Waste France raises awareness about steps to reach zero waste and zero food waste to citizens, elected people and businesses, help them in their projects and warns them about environmental, health, economic and social impacts of waste. The association also takes its position to French and European decision makers to make legislative progress and speed up transition towards a truly sustainable economy at local, national and European levels.

As a civic association, Zero Waste France is mainly financed by donations and contributions from its 2,000 individual members, in order to speak out and act independently. For more information and to support the association, visit us online at zerowastefrance.org

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EXECUTIVE SUMMARY

As the leading fast food chain, number one franchisor, second largest private employer in the world, leading toy distributor (via Happy Meals™) and one of the main customers of the agri-food industry, McDonald's stamps its footprint not only on the world economy but also on the environment.

The multinational has adopted a business model based on disposable packaging, resulting in enormous amounts of waste (e.g., packaging, food waste, and used cooking oils). McDonald's uses nearly 2.8 tons of packaging every minute to serve its customers worldwide, amounting to nearly 1.5 million tons of packaging per year. In France, restaurants use about 115 tons of packaging per day and almost 42,000 tons per year, excluding packaging used in delivering goods to restaurants.

While the multinational is already under fire for its tax, labor and potential anticompetitive practices, its environmental practices regarding waste management have not been fully examined, especially in France, the company's second largest market in the world in terms of sales, just behind the United States. However, McDonald's has a special responsibility because of its global footprint and leadership, which means that its practices can have significant impact and serve as a benchmark for other industry players.

This report focuses on McDonald's France's waste policy and analyzes in particular the "Waste Plan" put forward by the brand since the late 2000s. The authors of this report provide an overview of the measures taken by McDonald's and make recommendations for changing the company's waste policy to meet the challenges of a sustainable economy and better use of resources. These recommendations are also addressed to the entire fast food industry, a growing industry that currently relies on the substantial production of packaging waste.

Overview

Packaging: Disposable packaging remains the standard

McDonald's France's packaging waste policy is characterized by:

- **Lack of transparency:** McDonald's France does not disclose information about the amount of packaging produced by its restaurants and its evolution over time, compared to McDonald's Germany, which acknowledges that the amount of packaging used by the brand per customer including packaging related to the delivery of goods has steadily increased in recent years from 85.8 grams per customer in 2011 to 93 grams in 2015.

- **Increasing waste:** Based on incomplete data provided by the company, we can estimate that the total amount of waste produced by McDonald's France has increased by about 20 percent between 2013 and 2015, which contradicts the company's claims regarding eco-design and national and European waste reduction objectives.
- **A decrease of the recycled material rate:** The proportion of recycled fibers used by McDonald's France to manufacture cardboard packaging decreased overall between 2011 and 2015 compared to the share of virgin fibers. In other words, the company had to extract more resources to make its packaging than in years prior.

Sorting and recycling: declining results

Commitments made by McDonald's France regarding recycling are limited to the recovery of cooking oils, which is required by law, and the partial recycling of delivery boxes through its service provider, Martin-Brower. Beyond that, McDonald's France's waste management policy is characterized by:

- **A declining recycling rate in France:** The proportion of waste actually recycled by the company decreased between 2013 and 2015, from 27 percent to 25 percent.
- **A geographically variable policy in Europe:** Recyclable waste is sorted only in a minority of McDonald's restaurants in France. Yet, the brand has been implementing selective sorting for many years in some nearby countries including Belgium, the Netherlands, Germany, and Austria, where restaurants have recycling results higher than 90 percent.
- **An increase in food waste:** The proportion of biowaste on the kitchen side accounted for 13 percent of all waste in 2013 and jumped to 20 percent in 2015. Since most ingredients do not require any additional preparation in kitchens, a significant proportion of biowaste is likely food being thrown away, the result of the company's meal preparation policies.
- **Lack of biowaste sorting in most restaurants:** McDonald's France has indicated that biowaste sorting for recovery is being gradually deployed in restaurants, without providing more details. However, since January 2016 all businesses producing more than ten tons of biowaste per year are required by law to sort biowaste for recovery purposes. According to our estimates, this obligation would apply to most McDonald's restaurants in France.

Cleanliness: The gap between what McDonald's says and the resources it commits

McDonald's customers regularly call on the company to address the litter left in the vicinity of the company's restaurants.

- **Cleanliness is at the heart of the brand's environmental communication strategy.**

McDonald's France heavily promotes its initiatives to improve cleanliness around restaurants. The brand highlights "Cleanliness Plans" set up by its restaurants, local agreements signed with municipalities to fight against left-behind packaging,

and its “EcoProgress™” approach aimed at monitoring and improving environmental performance of restaurants.

→ **These actions are actually limited in scope.**

- Only 18 percent of restaurants have signed a local agreement with their municipality to fight against left-behind packaging, a program set up more than eight years ago.
- Only 35 percent of restaurants have an employee responsible for following the McDonald’s EcoProgress™ approach including monitoring of the Waste Plan and energy consumption, among other measures.

→ **There is a lack of waste reduction and recycling measures.**

Although the phenomenon of left-behind packaging is a direct result of the disposable packaging model favored by the company, McDonald’s France has so far not developed any deposit system or incentives for consumers to return their packaging for re-use or recycling rather than throwing them away.

The analysis of McDonald’s France’s waste policy highlights weak, and in some cases declining results in relation to waste reduction and recycling. This contrasts with the company’s promotion of an image of being concerned with sustainable development.

RECOMMENDATIONS

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In conclusion, this report provides a number of recommendations to McDonald’s and other players in the fast food industry, to reduce the amount of packaging waste and to implement policies that meet the challenges of a sustainable economy and waste reduction.

In order to reduce packaging waste produced in restaurants:

McDonald’s makes no distinction between eat-in and take-out and uses disposable packaging for both situations.

- **By using reusable dishware for eat-in orders**, which account for 50 percent of its sales, the brand could avoid the production of more than 15,000 tons of waste per year. McDonald’s is already using reusable coffee mugs in its McCafés, which demonstrates that the practice is possible.

In order to reduce packaging resulting from take-out:

Many forms of packaging that are automatically provided at the counter are in fact unnecessary.

- **McDonald’s could define best practices to reduce packaging provided at the counter**, such as over-packaging for Happy Meal™ orders and automatically providing bags and plastic cutlery, and systematically train its employees on these issues;

- **The brand could also encourage its customers to bring their own bag to carry out their order**, following the example of some fast food brands such as Starbucks in the United States and in the United Kingdom that offer discounts to customers who bring their own containers.

The company owns 1,419 restaurants throughout France and controls all of its franchisees' supply-chain.

- **McDonald's could therefore set up a deposit system for packaging and provide reusable boxes or cups that consumers could return.** This would both reduce the waste produced and effectively fight against left-behind packaging.

Legal requirements on waste sorting for recycling purposes:

McDonald's has no widespread program for sorting recyclable packaging (such as paper and cardboard) in its restaurants or for biowaste generated in kitchens. Yet, this type of sorting is legally compulsory when restaurants are above certain waste production thresholds.

- **The company should promptly implement widespread sorting of these two types of waste** in all its restaurants, as it is already doing so in many neighboring countries.
- **McDonald's should disclose data** showing the number of restaurants in France that have recyclable packaging and biowaste sorting as well as the amount of waste generated per restaurant.

INTRODUCTION

McDonald's by the numbers:

Since its creation in 1955, McDonald's has broken a number of records.

McDonald's is the leading fast food chain in the world, with more than 36,000 restaurants and sales approximately double those of its nearest competitor, Yum Brands (Pizza Hut, KFC, and Taco Bell). In 2014, its restaurants recorded global systemwide sales of €68.8 billion, making the company the 64th largest economy with nearly the GDP of Ecuador.¹ McDonald's is also the leading fast food chain in Europe with more than 8,000 restaurants and €20.5 billion in systemwide sales in 2014,² i.e. more than the sales of its next nine competitors combined.³ France is the second largest market for McDonald's in terms of sales, just behind the United States.⁴ The company had 1,419 restaurants in France by the end of 2016,⁵ with sales accounting for approximately 76 percent of the American type fast-food market (including Quick, Burger King and KFC).⁶

The parent company, McDonald's Corporation, is very profitable with an average net income of US\$5 billion per year over the past five years. While the company is known worldwide for its Big Mac, it derives most of its profits, unlike its competitors, from its real estate empire: McDonald's owns or otherwise systematically controls the premises where its restaurants, franchised or not, are operated.⁷

McDonald's is also the world's largest franchisor with nearly 85 percent of its 36,899 restaurants managed by 5,669 franchisees,⁸ and also the second largest private employer in the world with nearly 2 million employees.⁹

The company is also one of the main customers of the agri-food industry: the company buys 10 percent of all ground beef and 2.5 percent of all beef produced in Europe.¹⁰

McDonald's is also the world's largest distributor of toys with more than 1.5 billion toys distributed annually in Happy Meals™ and their recognizable packaging.¹¹

Every day, nearly 70 million customers worldwide visit the chain's restaurants,¹² including 2 million in France.¹³

Given its huge size and its business model based on disposable packaging, the multinational's activity generates enormous amounts of waste. Every day, millions of bags, napkins, plastic cutlery, straws, and cups are used by McDonald's consumers, before being thrown away with leftovers, or tossed in the streets or countryside.

In 2013, McDonald's Corporation measured **the average amount of packaging per meal served at 57.5 grams.**¹⁴ This means that **every minute, the company uses nearly 2.8 tons of packaging to serve its customers around the world,**¹⁵ which represents nearly 1.5 million tons of packaging per year. With respect to France, **restaurants use 115 tons of packaging per day, and nearly 42,000 tons per year.**¹⁶

Packaging used in the company's supply chain, in particular delivery boxes, should be counted as well: by including packaging used for the transportation of goods, the average packaging weight reaches 93 grams per meal served in 2015 according to data provided by McDonald's in Germany.¹⁷

McDonald's waste issue is not limited to its packaging: food waste (cooked food and leftovers that are thrown-away) and cooking oils should also be added to the above-mentioned figures.

McDonald's global footprint

McDonald's financial strength and global footprint enable the multinational to largely dominate the fast food industry throughout the world, but also the company's size has major environmental impact. With regard to its size and the consequences of its activities, McDonald's has a special responsibility since its practices can have considerable effect and serve as a standard for other industry players. That is why this report focuses on McDonald's, while providing waste reduction analysis and recommendations for the entire fast-food industry.

McDonald's business model

At the moment, McDonald's business model appears to rely on widespread exploitation of the weakest regulations and lowest standards around the world. The multinational adopts a "geographically variable" policy by taking advantage of differences between local regulations. Many trade unions, associations and civil society organizations have denounced the brand's practices throughout the world, including:

- Its tax practices and their consequences for states' public finances and for taxpayers: the company is currently under investigation from the European Commission and already underwent several proceedings at the country level which led to recovery of back taxes in several cases;¹⁸
- Its social practices and their consequences for employees of the company and more broadly for employees in the fast food industry: trade unions and employees regularly denounce precarious working conditions, low wages, and labor law violations around the world as well as the use of strategies to discourage union representation;¹⁹
- Its consumer practices: several complaints have been filed to denounce potential price-fixing policies in franchised restaurants leading them to apply higher prices compared to company-operated restaurants.²⁰

In the environmental field, McDonald's has for several years promoted itself as a company concerned with sustainable development and its environmental footprint. However, the company's choices regarding product packaging and waste management appear to illustrate a "geographically variable" policy concerning the measures that are implemented to reduce waste as well as disclosure of environmental data to the public.

The “McDonald’s System” in terms of packaging

Control of packaging conception and manufacturing

McDonald’s fully controls conception, design, manufacturing and production of packaging served in its franchised and corporate-owned restaurants.

For many years, McDonald’s has been using the same company for packaging conception, Perseco, a company created in 1975 that is now called Havi Global Solutions. Havi Global Solutions’ parent company, HAVI Group, is one of McDonald’s largest suppliers and logistics firms, along with Martin-Brower.²¹ Perseco and Havi’s relationships with McDonald’s are very strong, and the company has offices at McDonald’s corporate offices in London, Frankfurt, Madrid, Munich, Paris and Warsaw.²² In 2006, Perseco indicated that 1.25 billion packaging items had been distributed per year to consumers from 25 European countries.²³ In 2009, the company stated that it was buying more than 2 billion cups per year for McDonald’s.²⁴

In France, packaging manufacturing for the two million meals served daily at McDonald’s²⁵ is mainly divided between:

- CEE R. Schisler for bags, paper sachets, foils for hamburgers and cardboard cups. The company manufactures for the French market and for other European markets as well;²⁶
- A&R Carton for sandwich boxes: A&R Carton is a subsidiary of the global group, AR Packaging;²⁷
- Huhtamaki for cup holders: Huhtamaki is a global group operating on all continents and supplies McDonald’s in 30 countries.²⁸

No leeway for franchisees

The company’s business model largely relies on franchising – 84 percent of restaurants in France are franchised – and both packaging and waste management policies are part of the many standards imposed on franchisees.

Franchise agreements, which are “*very similar throughout the world*,”²⁹ state that franchisees must use boxes, containers, cardboards, bags, napkins, paper items and other packaging bearing the distinctive logos of the company in accordance with the McDonald’s System specifications set forth in manuals and other rules that franchisees must carefully comply with.³⁰

McDonald’s franchisees in France have to order their supplies from Martin-Brower, which has exclusive control over logistics and supplies relating to food and non-food items for McDonald’s restaurants. McDonald’s and Martin-Brower have implemented a management tool in the restaurants that anticipates supply needs and pre-programs refill orders for products and packaging.³¹

McDonald’s franchisees have little leeway, if any, in terms of packaging. Innovations provided in restaurants (such as table service and salad bars) are initiatives taken by McDonald’s France and approved by the company prior to implementation.

McDonald's France goes green: the origins of the company's environmental strategy

Aware of its weaknesses, McDonald's France began trying to promote an environmentally-friendly image in 2008.³² Measures implemented at that time appear limited, as made clear by comments from crew members and managers at McDonald's restaurants posted on the company's blog.³³

McDonald's France deployed a communication strategy at that time aimed at improving the company's reputation.³⁴ The company adopted a green background for its golden arches in order to put forward its concern for the environment, instead of a red background considered to be too aggressive.³⁵ For the launch of its communication operations, McDonald's was supported by a sustainable development agency created by former Greenpeace executives.³⁶ Today, McDonald's sustainable development strategy is managed by the firm Synergence which was acquired in 2016 by Deloitte France.³⁷

In France, this environmental communications strategy is based on the following tools: (1) the insertion of an "Environment" tab on the company website,³⁸ (2) the setting up of a blog dedicated to environmental matters,³⁹ (3) the annual publication of the "Journal du Développement Durable" ("Sustainable Development News") which is used as a corporate, social and environmental annual report, and (4) communication of environmental data on its online "corporate" data interface.⁴⁰

Through these communication tools, McDonald's France puts forward and seeks to promote its "Waste Plan."

McDonald's Waste Plan in France

McDonald's France's Waste Plan "*gathers all actions that are carried out by the company in order to act at each step of the chain, from conception to recovery, including the problem of left-behind packaging in restaurants.*"⁴¹ It focuses on three areas:

- Eco-design of packaging;
- Reducing left-behind packaging;
- Waste sorting and recovery.

Waste is a major issue for the company since the majority of comments posted on the blog dedicated to environmental matters deal with problems relating to waste sorting and packaging littered in the streets.

This report provides an overview of the measures taken by McDonald's concerning waste in France and their results. In conclusion, the authors make recommendations to improve McDonald's waste policy to meet the challenges of a sustainable economy and improve the management of resources. Beyond McDonald's, these recommendations are addressed to the entire fast food industry, an expanding industry that currently relies on substantial production of packaging waste.

MCDONALD'S WASTE BY THE NUMBERS



^I Average packaging weight per transaction (57.5 grams per transaction in 2013) was multiplied by the average number of customers served per day at McDonald's, i.e. 70 million in the world and 2 million in France

^{II} Recycling rate for 2015

^{III} Figures for 2015

FOCUS: WASTE GENERATED BY MCDONALD'S FRANCE

McDonald's France is not transparent regarding waste issues. Unlike other McDonald's subsidiaries around the world, McDonald's France does not disclose the total amount of waste produced by its restaurants annually, the whole tonnages per type of waste, or the evolution of packaging weight used per customer.⁴² The company primarily discloses a breakdown of waste by broad type, as well as the proportion of recycled waste and some information related to the recovery of used cooking oils and delivery boxes.

MCDONALD'S FRANCE, FRANCE, BREAKDOWN PER TYPE OF WASTE, 2013 - 2015⁴³

	2013	2014	2015
Organic waste from kitchens	13%	20%	20%
Non-recyclable waste	18%	11%	11%
Recyclable waste from the lobby	38%	42%	44%
Used cooking oils	9%	8%	9%
Delivery boxes	22%	19%	16%
Total	100%	100%	100%

MCDONALD'S FRANCE, PERCENTAGE OF RECYCLED WASTE, 2013 - 2015⁴⁴

	2013	2014	2015
Percentage of recycled waste	27%	23%	25%

Based on data provided, the following conclusions can be reached:

- Between 2013 and 2015, the total tonnage of used cooking oils collected for recovery and the total tonnage of recycled delivery boxes has increased – from 6,452 tons to 7,330 tons for cooking oils and from 12,274 tons to 13,018 tons for delivery boxes.⁴⁵ In addition, their proportion to the total amount of waste has stayed the same (cooking oils) or decreased (delivery boxes). The fact that the total tonnage of used cooking oils and delivery boxes is rising while their proportion to total waste has either remained stable or decreased indicates that the amount of waste strongly increased between 2013 and 2015. According to our estimates, the total amount of waste produced in France would have increased by more than 20%.⁴⁶
- Organic waste from kitchens as a proportion of total waste significantly increased between 2013 and 2015, from 13 to 20 percent. Since total waste has increased dramatically (see above), we can estimate that the total amount of organic waste from kitchens has also increased significantly.⁴⁷ However, food preparation at McDonald's restaurants is limited to gathering pre-prepared ingredients, which generate few peelings and residues. Therefore, organic waste likely results primarily from pre-prepared food being thrown away because of McDonald's system requiring food to be prepared in advance.
- The proportion of waste effectively recycled by the company has decreased between 2013 and 2015, from 27 percent of total waste to 25 percent.⁴⁸ McDonald's efforts in this area therefore seem to be limited to the recycling of delivery boxes and to the recovery of used cooking oils, despite the increase of its packaging recyclability (from 38 to 44 percent of waste).

SECTION 1

MCDONALD'S PACKAGING DESIGN – DISPOSABLE PACKAGING REMAINS THE STANDARD

Elimination or at least reduction of packaging is the best way to limit waste. The European Directive 2008/98/CE and the Environmental Code in France have produced a hierarchy of priorities to implement in order to improve conservation of the environment. Preventing waste creation is the number one priority put forward by these texts, followed by, in order of importance, reuse, recycling, recovery (through energy) and finally, disposal.

If packaging is not eliminated, companies should think about eco-designing it. Possibilities to reuse or recycle a product or a material largely depend on its initial design. The European Commission, in the context of its “circular economy package,” set an action plan relating to eco-design for 2015-2017 in order to promote sustainability, reparability and recyclability of products, in addition to energy efficiency.⁵⁰

What about McDonald's?

McDonald's France regularly promotes its intention to eco-design its packaging by reducing the number, weight, and volume of its packaging and by selecting materials from renewable-origin or recycled materials.⁵¹ However, the company does not disclose data concerning the amounts of packaging served per customer: this type of data is essential to assess the results of the company's eco-design policy. By contrast, McDonald's Germany provides the amount of packaging used per customer, including packaging for transportation of goods to restaurants, which increased between 2011 and 2015, from 86 grams to 93 grams.⁵²

MCDONALD'S GERMANY, AVERAGE PACKAGING WEIGHT PER CUSTOMER (INCLUDING PACKAGING RELATED TO TRANSPORTATION), 2011-2015

AVERAGE PACKAGING WEIGHT PER CUSTOMER	2011	2012	2013	2014	2015
	86 g	91 g	91 g	92 g	93 g

The company's business model relies on disposable packaging without distinguishing between eat-in and take-out orders. In France, food is systematically packaged, and then given to customers in bags for take-out, or on trays with paper place mats for

eat-in. Cutlery is made of plastic and is packaged in plastic wrappers and cup lids and straws are also packaged individually in paper. All this packaging generates an enormous amount of waste: for each meal served, the company uses 57.5 grams in packaging on average, excluding packaging used to deliver goods to restaurants. In France, restaurants thus use 115 tons of packaging per day and almost 42,000 tons per year.⁵³ Generally, this packaging is not sorted by type for recycling (see Section 3) or it may be littered outside the restaurant (see Section 2).

Yet, the company has been aware of the importance of reusable packaging for decades: As early as 1991, McDonald's Europe was already concerned about public opinion shifting in favor of reusable packaging.⁵⁴ Twenty-six years later, the company's eco-design policy does not practically address this issue. The gap between McDonald's claims about its environmentalism and its practices therefore remains wide.

1.1. McDonald's policy regarding packaging reduction

The analysis needs to distinguish between packaging served to customers and packaging used for delivery of food and non-food items to restaurants.

1.1.1. Packaging served to customers

1.1.1.1. Total reliance on disposable packaging

Like many fast food companies, McDonald's offers eat-in service or take-out. According to the company, approximately 50 percent of sales are for eat-in, which corresponds with the average proportion in the fast-food sector.⁵⁵ However, McDonald's does not distinguish between these two types of service in terms of the packaging materials it uses.

a) For take-out

McDonald's uses disposable packaging for take-out orders. The company justifies this approach by the fact that it is an *"option that allows [us] to meet the demands of the customer, many of whom wish to consume their meal outside of restaurants."*⁵⁶ In other words, for McDonald's, take-out implies by definition the use of disposable packaging and customers' consumption habits bear the main responsibility for use of this type of packaging.

However, due to its size and its dominant position in the fast-food industry, McDonald's has a special responsibility. By not improving its practices the company promotes consumption habits that do not allow for waste reduction, despite the fact that consumers are able to change their habits. For instance, shortly before the enactment of widespread prohibition on providing plastic bags at counters, 71 percent of consumers stated that they would come with their own bags.⁵⁷

Furthermore, standards and strict procedures that are dictated by McDonald's for packaging and sale of its products lead to the systematic use of large amounts of

packaging which are sometimes unnecessary, such as unwanted boxes or toys in the Happy Meal™, or unnecessary paper bags or disposable cutlery which are automatically given to the customer.

McDonald's has wide leeway and could immediately implement various measures, including inviting its customers to bring their own bags to carry-out their order, or providing reusable boxes or cups that consumers could bring back. Other companies have already implemented these kinds of measures, as discussed in Section 4.⁵⁸

b) For eat-in

McDonald's uses the same packaging for eat-in and take-out. However, eat-in is the most obvious area to implement a system of reusable dishware or packaging.

In order to justify the use of disposable packaging, McDonald's stated in 2008 that it conducted a study showing that *"the ecological balance of disposable packaging is better for us than if we had reusable dishware because that would have an important impact in terms of water, energy and detergents consumption."*⁵⁹ McDonald's did not make available this study nor does it seem that the company has updated it over time, nor did the company explain the method it used. Without having the data and methods used by McDonald's to assess the impact of disposable packaging, it is impossible to check whether the analysis was carried out in a biased way, since various methods may be used for life cycle assessment.⁶⁰ Similar studies have been challenged in the past. For instance, in 1991, McDonald's restaurants in Switzerland undertook an ecological impact review comparing one McDonald's restaurant to three other restaurant brands that were using reusable dishware. An environmental expert pointed out that this study contained misrepresentations because water and energy used to create disposable packaging had not been taken into account in the calculation of the ecological balance of disposable packaging.⁶¹

Regardless, the results of the study McDonald's refers to are questionable. Numerous studies carried out since 2007 have shown that reusable cups had a better ecological impact compared to disposable cups.⁶² Similar results were found for reusable dishware compared to disposable dishware.⁶³ In particular, the Agence De l'Environnement et de la Maîtrise de l'Energie (ADEME - Agency for the Environment and Energy Control), a public body in charge of ecological and energy transition, promotes the use of reusable bags and dishware, including initiatives implemented by other fast-food players.⁶⁴ The use of reusable dishware avoids emissions related to waste disposal and processing, as well as the environmental impact of repeated extraction of raw materials, and the production and distribution of disposable dishware.⁶⁵

The company has a second justification for not improving its packaging practices, stating that *"products for eat-in or take-out are packaged the same way (since there is no distinction made in the kitchen)."*⁶⁶ However, there could be a distinction made in the kitchen if the order process were changed, which would be especially easy using automated use of ordering terminals now found in many restaurants. This could allow crew members to know in advance whether the customer wants eat-in or take-out. The company could also anticipate orders with the preparation of packed sandwiches for take-out and non-packed sandwiches for eat-in. Finally, some McDonald's restau-

rants are starting to offer table service and on-demand preparation of orders,⁶⁷ changes that make it increasingly easy to use reusable dishware for eat-in orders.

In the United States, some fast-food companies like KFC and Panera already use reusable dishware for some eat-in orders.⁶⁸ This is also the case for some fast food chains in France,⁶⁹ and McDonald's itself uses reusable cups in McCafés in Germany and even in some restaurants in France.⁷⁰

Introducing reusable dishware and cups for eat-in consumption represents a cost for McDonald's since it requires adjusting restaurant practices for reusable dishware, such as dishwashing and food prep changes. However, savings associated with a reduction in purchases of disposable packaging and related waste processing would offset these costs. In any event, McDonald's has the resources to implement such changes, and has proven it can do so whenever the public opinion of a country requires it or whenever the company wishes to promote an environmentally-friendly image, as illustrated by the use of reusable dishware in McCafés in Germany and France.

FOCUS ON THE HAPPY MEAL™ PACKAGING

In 2015, more than 80 million Happy Meals™ were sold in France. This means 80 million boxes were specifically created for this type of meal and therefore an equal amount of additional waste required processing.⁷¹

Here again, McDonald's does not process eat-in and take-out differently: components of the Happy Meal™ orders are systematically packed in a box which is discarded whether consumed in a restaurant or at a customer's home.

When questioned by customers on its blog, McDonald's answered that *"this box plays a role since it maintains the surprise effect for kids."*⁷² This argument is questionable since children know in advance the object they will receive since they have to make a choice between receiving a book or a toy when ordering the meal.

McDonald's has been offering boxes that are 15-gram lighter since 2010, but it seems that no further efforts were made to reduce packaging, and the very principle of this over-packaging of Happy Meals™ appears not to be questioned by the company.⁷³

1.1.1.2. Limited results reducing packaging size and weight

McDonald's promotes its efforts to reduce packaging size and weight. In 2013, McDonald's acknowledged that packaging is the second largest source of greenhouse gas emission in restaurants (22 percent), despite a decrease in this share resulting from reductions in packaging weight.⁷⁴

In 2010, the company declared that it had achieved an average 25 percent reduction of its packaging weight since 1992. As an illustration of this reduction, McDonald's cites its use since 2009 of an accessory called the "croisillon." The croisillon, which is made of 100 percent recycled cardboard, helps to separate meal items and allowed the company to eliminate some take-out bags that were "*considered superfluous by customers*"⁷⁵ and replace "*the bulky and hardly crushable packaging for Best-of-combo-meals*."⁷⁶ This accessory is intended to stabilize meal items for take-out. However, the main efforts seemed to have taken place in 2010 with a 13 percent reduction in average packaging weight that year according to the company.⁷⁷

McDonald's cites the following measures to illustrate packaging size and weight reduction:

- Reduction of the size and weight of the "croisillon" from 24 to 20 grams in 2014;⁷⁸
- Reduction of the size of the paper bag, allowing a 2-gram weight reduction;⁷⁹
- Replacement of cardboard boxes for Croques McDo, Double Cheese and McFish with a protective foil layer in 2012 and 2013.⁸⁰

McDonald's also highlights a reduction in the weight of napkins from 2.4 grams to 1.35 grams in 2013 and the introduction of economical dispensers to limit waste.⁸¹ These efforts to reduce packaging weight, however, are contradicted by our own in-restaurant research establishing napkins weight around 3 grams. Additionally, several McDonald's restaurants we visited did not have economical dispensers.

The company seems to have substantial ability to reduce packaging weight. For instance, when McDonald's replaces boxes with foils with protective layers, it is unclear why the company chooses to limit this measure to only three sandwiches, especially since McDonald's acknowledges using heavier packaging for other sandwiches.⁸²

In 2007, McDonald's France declared that it was using approximately 60 grams of packaging *per meal* on average, excluding packaging used in the supply chain to deliver products to restaurants.⁸³ McDonald's Corporation declared in 2013 that the average packaging weight per transaction was 57.5 grams, excluding packaging used in the supply chain to deliver products to restaurants.⁸⁴ These averages cover different types of order and consumption patterns. In France, 63 percent of transactions at McDonald's are made at lunch or dinner and 75 percent of orders contain at least one combo-meal.⁸⁵ It would therefore be useful for McDonald's to disclose the amount of packaging generated by the sales of its main products, i.e. combo meals with a dessert. As McDonald's France does not provide this type of data, we conducted our own analysis by weighing McDonald's products (see Appendix 1 for the full weighing results):

PACKAGING WEIGHT PER COMPLETE MEAL, DATA COLLECTED IN STORE VISITS⁸⁶

TYPE OF COMBO MEAL	PACKAGING WEIGHT (EAT-IN)	PACKAGING WEIGHT (TAKE-OUT)
Best Of Big Mac Combo meal + dessert (McFlurry)	59 grams	103 grams
Maxi Best Of Big Mac Combo meal + dessert (McFlurry)	64 grams	108 grams
Salad Combo meal (without desert)	74 grams	118 grams
Happy Meal™	81 grams	105 grams

We find that packaging weight for a full meal is higher than the average packaging weight reported by McDonald's (57.5 grams). Unsurprisingly, take-out leads to a significant increase in the amount of packaging per customer served for a complete meal. However, it appears that:

- By removing bags for take-out or at least by encouraging customers to come with their own bags, McDonald's could reduce its amount of packaging by 30 grams per customer (a reduction of more than 30 percent);
- By removing Happy Meal™ boxes or at least by asking customers if they wish to take the box with them, McDonald's could reduce its amount of packaging by 40 grams per meal (the Happy Meal™ box represents almost 40 percent of packaging in some Happy Meal™ combinations when ordered to-go and more than 50 percent when eating-in). Given that 80 million Happy Meal™ orders are sold each year in France, removing boxes would reduce the amount of McDonald's packaging by approximately 3,200 tons per year;⁸⁷
- By using reusable dishware for eat-in orders, McDonald's could remove all of its packaging served to eat-in customers, which could represent a saving of more than 15,000 tons per year in France, or more than 41 tons a day.⁸⁸

1.1.2. Restaurant delivery packaging

McDonald's has done little reporting on the reduction of packaging related to the supply of restaurants, like cartons, plastic films, and polystyrenes. In 2010, the company declared that it *"increasingly [favored] re-use and bulk containers,"* citing for example buns and sandwiches *"delivered with protective film in plastic baskets which are then washed and reused,"* and syrups for making beverages packed in bulk in foldable containers.⁸⁹

For other items, the company states it examines *"solutions for reusable packaging"* and *"makes a comparative environmental assessment of the solutions (disposable versus reusable)."* However, McDonald's does not disclose the results of their studies and assessments.⁹⁰

1.2. Selection of materials in packaging composition

As part of its Waste Plan, McDonald's promotes its selection of recycled materials or materials with renewable origins for its packaging.

The figures usually disclosed by McDonald's first relate to the proportion of paper and cardboard in packaging. The company also reports the proportion of virgin fibers and recycled fibers in its paper and cardboard packaging. Finally, for virgin fibers, the company discloses the proportion of fibers from certified forests.

The table below summarizes the information provided by McDonald's on these three aspects between 2011 and 2015.⁹¹

	2011	2012	2013	2014	2015
Proportion of paper and cardboard in packaging	90%	90%	90%	90%	90%
Proportion of virgin fibers / recycled fibers	72% recycled 28% virgin	49% recycled 51% virgin	50% recycled 50% virgin	53% recycled 47% virgin	61% recycled 39% virgin
Proportion of virgin fibers coming from certified forests (FSC or PEFC)	Unknown	74%	74%	100%	100%

1.2.1. Proportion of paper and cardboard in McDonald's packaging in France

Lack of transparency in packaging composition

McDonald's France does not disclose information regarding packaging composition for the remaining 10 percent that is not composed of paper and cardboard. By contrast, in Germany, the brand discloses detailed information on packaging composition:

MCDONALD'S GERMANY, PACKAGING COMPOSITION, 2011-2015⁹²

TYPE OF PACKAGING	2011	2012	2013	2014	2015
Paper, cardboard, carton	69%	70%	70%	70%	70%
Plastics	31% (mainly plastic and composites materials)	30% (mainly plastic and composite materials)	13%	13%	12%
Compound material			16%	16%	17%
Aluminum			0.1%	0.1%	0.1%
Foil			1%	1%	1%
Tinplate			0%	0%	0.002%

In Germany as in France, the proportion of paper and cardboard in packaging has been stable for several years. However, paper and cardboard packaging only account for 70 percent of packaging in Germany, but 90 percent in France, implying that either McDonald's France and McDonald's Germany use different packaging, which would be surprising given the brand's standardization of packaging in Europe, or McDonald's France is inflating and rounding up its proportion of paper and cardboard by adding compound material. McDonald's France should clarify packaging composition by providing more specific and transparent information.

Use of polystyrene: A geographically variable policy

McDonald's France does not disclose information regarding packaging composition for the remaining 10 percent of packaging that is not paper or cardboard. This percentage more or less corresponds to the proportion of polystyrene used by McDonald's USA in its packaging.⁹³

The use of polystyrene in packaging is criticized in some countries due to the suspected carcinogenic character of styrene,⁹⁴ as well as for its environmental impact since this material is rarely recycled.

McDonald's has a geographically variable policy on the use of polystyrene and has a history of ending its use in a country only after coming under public pressure. After dropping polystyrene boxes for sandwiches in the United States in the 1990s,⁹⁵ McDonald's waited until 2013 to commit to replacing its polystyrene cups.⁹⁶ In Singapore, a petition with media coverage led McDonald's to gradually give up polystyrene in its packaging for breakfast items.⁹⁷ The company continues to use polystyrene in many other countries, including China.⁹⁸ Apart from polystyrene, McDonald's practices differ across countries in other ways. For example, in some countries in Asia, the multinational provides plastic bags, not paper bags, to its customers.⁹⁹

1.2.2. Proportion of recycled fibers in the composition of paper and cardboard packaging

In 2015, nearly 40 percent of McDonald's France's packaging was made of virgin fibers. The share of recycled fibers in the company's packaging fell between 2011 and 2015, from 72 to 61 percent. In this respect, McDonald's extracts more resources than it did in years prior.

The low share of recycled fibers in the company's packaging is also found in Germany, where McDonald's packaging composition barely exceeds 50 percent recycled fibers.¹⁰⁰

Since disposable packaging produced from virgin fibers is generally not recycled at the end of its packaging life, McDonald's impact on resources appears to be substantial.

1.2.3. Proportion of virgin fibers coming from certified forests

For virgin fibers used in its packaging, McDonald's France states on its web site that "99 percent of the virgin fibers used come from legally harvested forests," suggesting that the remaining 1 percent comes from illegal exploitation of forests. The company indicates on its website that 57 percent of virgin fibers come from certified forests,¹⁰¹ compared to 100 percent in its Journal du Développement Durable published in 2015. This either indicates a decline in its practices since 2015 or the publication of conflicting information.

With regard to the FSC and PEFC certifications that McDonald's puts forward, these are regularly criticized by NGOs as "greenwashing" tools due to loopholes in the assessment of resource sustainability.¹⁰² In particular, both certifications allow the use of a mixed label, which combines certified and non-certified wood.¹⁰³ McDonald's does not clearly disclose whether certified fibers used in its packaging have mixed origins or not.

In essence, McDonald's France continues to rely on disposable packaging even though solutions exist to limit the environmental impact of restaurant activities, such as the use of reusable dishware, incentives for customers to bring their own bag, and removing some packaging like Happy Meal™ boxes.

In addition, analysis of data on the composition of McDonald's packaging shows that the company uses more resources than in years prior, with the share of recycled fibers in packaging declining from 2011 to 2015.

Moreover, McDonald's France lacks transparency and fails to disclose publically certain data that would allow for a full assessment of the effects of its packaging eco-design policy.

SECTION 2

REDUCING LEFT-BEHIND PACKAGING: LIMITED RESULTS

Fast food packaging is one of the leading sources of left-behind waste. In 2009, a study carried out in the UK identified fast food as the primary source of street litter (just behind cigarettes) and attributed nearly 30 percent of waste to McDonald's.¹⁰⁴

McDonald's France has for many years been promoting its efforts to decrease left-behind packaging. This is one of the main issues, along with waste sorting, raised in the comments posted on McDonald's blog intended to promote the environmentally-friendly actions of the company. The company readily admits that its actions are mainly motivated by economic (not environmental) factors, in that it aims to improve the image of the brand in public opinion by avoiding its association with waste production.¹⁰⁵

2.1. Actions put forward by McDonald's France

2.1.1. EcoProgress™ Crew Members

For almost 10 years, McDonald's has deployed an "environmental management system" called EcoProgress™, based on:

- A software created by McDonald's France listing "*all ecological aspects linked to the proper operation of a restaurant,*"¹⁰⁶ as well as "*news, advice, features for reporting and analysis of the restaurant's consumption,*"¹⁰⁷
- A dedicated staff within restaurants, called "*Référents EcoProgress™*" ("EcoProgress™ Crew Members") who "*are there to mobilize teams, to monitor consumption, [and] to fill in data in the software...*";¹⁰⁸
- A dedicated team at McDonald's France that "*provides a daily presence for the referent, offers awareness-raising materials and distance learning*";¹⁰⁹
- The EcoProgress™ Challenge, a "*friendly challenge*" that "*rewards the most environmentally-friendly restaurants every year.*"¹¹⁰

However, the figures reported by the company show this is a small-scale measure. The number of restaurants with an EcoProgress™ Referent has significantly dropped in the last few years. In 2009, McDonald's France stated that 94 percent of its 1,161 restaurants had a EcoProgress™ Crew Member but by 2015 this had decreased to only 483 restaurants,¹¹¹ or only 35 percent of restaurants. Additionally, after an increase in 2012, the number of EcoProgress™ Crew Members decreased between 2013 and 2015,

from 1,217 to 1,158.¹¹² The number of connections to the EcoProgress™ software also decreased from 750 connections per week in 2012 to 453 in 2015.¹¹³

2.1.2. Cleanliness Plans

Since 2007, McDonald's France has implemented "Cleanliness Plans" in some restaurants, which include collecting left-behind packaging around restaurants and making customers aware of the work being done by promoting the plans inside restaurants.¹¹⁴ McDonald's announced that 80 percent of the restaurants had a cleanliness plan by the end of 2012.¹¹⁵ Almost 10 years after their first implementation, Cleanliness Plans have not spread to all restaurants. On the contrary, this rate dropped to 77 percent in 2015.¹¹⁶

In addition to cleanliness plans, "some franchisees" are said to take the initiative to hire "EcoEquipiers" ("Eco Crew Members") dedicated to collecting waste left-behind by cars or scooters "up to sometimes 15 kilometers away from restaurants."¹¹⁷ McDonald's stated that "the approach is being tested in several cities in France,"¹¹⁸ but the company did not indicate whether the test was successful or not, nor has it disclosed the number of EcoEquipiers per restaurant, the average distance that they cover, or their rate of waste collection.¹¹⁹

In some cases, however, collection of waste generated by McDonald's within a certain radius is not the result of commitments made by the company but is required by local regulations.¹²⁰ Additionally, some local regulations require McDonald's to install "bins and/or containers on the local site and its vicinity"¹²¹ or "to raise their clientele's awareness" and to "incite them to use bins located near their establishment."¹²²

2.1.3. Left-Behind Packaging Program

In addition to setting up "Cleanliness Plans" in restaurants, McDonald's France has since 2009 promoted a "Left-Behind Packaging Program." This program is the result of a national charter signed in 2008 between the AMF (Association des Maires de France - Association of Mayors in France) and the SNARR (Syndicat National de l'Alimentation et de la Restauration Rapide - the French federation of fast food restaurants that McDonald's France is a part of). According to this charter, the AMF and the SNARR agree to promote the signing of local agreements among municipalities, groups of municipalities and SNARR-member companies.¹²³ These local agreements generally require, for fast food companies, the implementation of a program to fight against left-behind waste and, for the municipalities, the creation of a local plan for bins and containers as well as the creation of awareness-raising campaigns for the general public.¹²⁴

Despite the promotion of its Left-Behind Packaging Program, only 250 restaurants in France, or less than 18 percent of all restaurants, signed a local agreement to fight against left-behind packaging with their local authorities by the end of 2016, eight years after the launch of the program.¹²⁵

In order to emphasize its progress, McDonald's disclosed until 2013 the number of franchisees involved in the program, the number of partnerships and charters in progress or signed, and even the number of municipalities involved.^{126 127}

Furthermore, McDonald's France does not provide information regarding waste sorting and recycling of left-behind packaging picked up by "EcoEquipiers." As waste sorting in restaurants is not widespread at McDonald's France (see Section 3), it is likely that left-behind waste is not sorted even when McDonald's collects it.

2.2. Actions and projects given up by McDonald's France

In order to promote its program and allow customers to report any problem in relation to McDonald's left-behind waste, McDonald's set up a website called www.mangedehorsjettemalin.com.¹²⁸ However, the website no longer exists,¹²⁹ and no statistics on visits (page views), reports on left-behind waste, or reason for the website being shut down were provided.

Meanwhile, McDonald's announced on its blog that it would study the implementation of an iPhone application to report and locate left-behind waste.¹³⁰ This project was presumably abandoned with no explanation.

The lack of action to raise public awareness¹³¹ or to enter into agreements with local authorities is also reflected in the comments posted by McDonald's staff, local authorities and residents on McDonald's blog dedicated to the promotion of its environmental activities.¹³²

2.3. Deposit systems rejected by McDonald's France

The company has not tested other systems aimed at reducing left-behind waste. For instance, the company could create a deposit system or a reward system that provides a rebate or free product to customers who return their packaging. Some companies have already set up this kind of system in France.¹³³

When questioned about this in 2010, McDonald's France replied that a deposit system for packaging reuse cannot be applied to their restaurants because packaging of the brand is "*light and made from paper, gets dirty, absorbs water, and can rip*" and therefore cannot be reused.¹³⁴ Packaging reuse, of course, requires specifically designed packaging.

Besides rewards for packaging reuse, McDonald's could set deposit or reward programs to encourage recycling. McDonald's has already launched reward programs for waste sorting in some countries, although for waste that was not generated by the company. In 2014 in Sweden, McDonald's launched a temporary promotional marketing campaign to encourage the public to bring empty cans in exchange for one hamburger or cheeseburger (10 cans) or one Big Mac (40 cans).¹³⁵ In the United States, McDonald's partnered with RecycleBank, a company that offered vouchers to consumers who declared they recycle packaging from some brands or who read articles on sustainable development on the RecycleBank website.¹³⁶ In these cases, the aim ap-

pears to have been more profit-driven than anything else. Through these activities, the company may attract new customers and thereby increase sales, since a consumer using a coupon for a free product will usually complete his or her order with other products.¹³⁷ On the contrary, encouraging existing customers to earn free coupons by returning their packaging presents less of an economic-incentive for the company, as it may not attract new customers.

Above all, these reward systems appear to have always been implemented by McDonald's for limited periods of time through promotional marketing operations that were welcomed by the public. The company's image then benefited from the positive press articles, without having to renew or systematize the changes in operations.

In essence, the company's left-behind packaging measures have had limited results. There is a lack of Cleanliness Plans and only a small number of restaurants with an EcoProgress™ Crew Member. In order to avoid any suspicion of greenwashing, the company should present detailed data on the results of actions undertaken. Moreover, in order to actually limit left-behind packaging, the company should reduce the amount of disposable packaging distributed to consumers or implement reward systems that encourage consumers to return their packaging (see Section 4).

SECTION 3

MCDONALD'S WASTE RECYCLING IN FRANCE: DECLINING RESULTS

Waste recovery becomes necessary only once waste has been created and thrown away. As stated earlier in this report, McDonald's business model is based on disposable packaging. The company fails to adhere to the waste management hierarchy advocated by European and national guidelines, which advocate preventing waste production, and then sets a primary goal of re-use and a secondary goal of recycling. Waste recovery is, according to these hierarchies, a last resort.

McDonald's is considered a waste producer according to France's Environmental code.¹³⁸ As a result, the company is required to manage or have someone manage waste that results from its business and is liable until elimination or final recovery of that waste.¹³⁹

In accordance with the principle of extended producer responsibility, McDonald's is obliged to set up individual systems for collection and processing of waste resulting from its products, or to pay a fee to an eco-organization, "Eco-Emballages."¹⁴⁰

This report analyzes the data provided by McDonald's regarding waste recovery on the kitchen side (3.1.) and in the dining area (3.2.).

3.1. Waste generated on the kitchen side

By the end of 2015, McDonald's France reported that used cooking oils, delivery cartons and whipped cream aerosols were being collected for recovery. In addition, the company had begun some work on biowaste recovery.¹⁴¹

3.1.1. Delivery cartons

For many years, McDonald's France has promoted the recovery of its delivery cartons in the paper industry.¹⁴² Martin-Brower, the company responsible for logistics, packaging and delivery to McDonald's restaurants, collects the cartons after delivery.

However, McDonald's does not clearly indicate whether or not this recovery occurs at all restaurants. In 2007, McDonald's stated that 7,722 tons of delivery cartons from 661 restaurants had been recycled,¹⁴³ even though the company had 1,085 restaurants at that time.¹⁴⁴ For other restaurants, the company stated "cartons

are often sorted in the kitchens and collected through local waste sorting systems set up by local authorities, as is the case for households, or by the waste collecting system set up in the mall when a restaurant is located in a mall.”¹⁴⁵

Today, while approximately 13,000 tons of delivery cartons are recycled each year,¹⁴⁶ McDonald’s does not indicate whether this figure covers all restaurants.

Regardless, the system set up by Martin-Brower for recycling cartons could also work with reusable delivery containers. For McDonald’s, which already uses reusable baskets for buns,¹⁴⁷ this could save over 13,000 tons of carton waste from deliveries each year.

3.1.2. Cooking oils

Since 2004, McDonald’s has had systems in place to transform used cooking oils into fuel. Used cooking oils are stored in restaurants, then collected and filtered by two French suppliers, Ecogras and Sud Recuperation. Once cleaned, oils are sent to a transformer that processes them into biodiesel *“that can be used in pure or mixed form, in any proportion, with gas oils and heating oil to supply diesel engines and heating systems.”¹⁴⁸*

Until 2009, all cooking oils from McDonald’s restaurants in France were sent to Vital Fettecycling in Germany for processing. Since 2009, a portion of all cooking oils is processed in France at the Limay plant.

At the moment in France, processed oils can be mixed in diesel available to the public if they make up no more than 8 percent of the mixture. However, according to McDonald’s statements, Martin-Brower’s entire truck fleet has been operating since 2006 using B30, a biodiesel blended up to 30 percent,¹⁴⁹ which is allowed for use by a “captive fleet.”¹⁵⁰

McDonald’s says it wants to go further and has obtained authorizations to experimentally run 10 to 17 trucks with B100, a 100 percent biodiesel.¹⁵¹ McDonald’s is the only company to have such authorization.¹⁵² Currently, the company is in discussion with public authorities for permission to make permanent use of B100 for all Martin-Brower trucks.¹⁵³

This McDonald’s initiative has to be put into perspective: these efforts that it promotes as evidence of its environmentally-friendly business practices largely result from legal requirements dating back to 2012. The law requires all entities producing more than 60 liters of cooking oils per year to sort and recover food oils. Furthermore, local health regulations prohibit the discharge of these oils into sewers or household waste.¹⁵⁴ McDonald’s is far from being the only company to recover cooking oils: Quick and KFC use the same provider to collect them (Ecogras, a subsidiary of Veolia, which operates the only biofuel processing plant based in Limay, France).¹⁵⁵

3.1.3. Food waste and biowaste recovery

3.1.3.1. Food waste at McDonald's

In France, ten million tons of food are lost or wasted every year in all stages of the food chain, according to a recent study published by ADEME.¹⁵⁶

Mass and commercial catering have a special responsibility since *“four times more food is wasted in mass and commercial catering than in households (130g per guest per meal compared to 32g in households).”*¹⁵⁷ The food service industry represents *“42 percent of total food waste at the consumption stage even though we only consume 15 percent of meals outside of our homes.”*¹⁵⁸

French law n° 2016-138, passed February 11, 2016, establishes priorities to fight against food waste, namely:¹⁵⁹

- 1 - Prevention of food waste;
- 2 - Use of unsold food for human consumption, through donation or processing;
- 3 - Recovery for animal feed;
- 4 - Use as organic compost purposes for agriculture or energy recovery, in particular by methanization.

McDonald's restaurants apply standardized food preparation policies. Thus, most burgers and fries are prepared in advance before they are ordered. Once food is removed from the freezer and cooked, it cannot be retained if it is not then promptly ordered. Strict rules of hygiene and quality require that fries unsold after 7 minutes have to be immediately thrown into the garbage bin, as well as burgers left in open-air.¹⁶⁰

These policies cause a huge amount of food being thrown away: in 2015, 20 percent of the company's waste was organic waste coming from kitchens,¹⁶¹ which can be estimated (since McDonald's France does not provide figures) to be at least 16,550 tons in 2015.¹⁶² Since most of the ingredients do not require an additional preparation step in kitchens, it can be assumed that a large proportion of this waste corresponds to food being thrown away. Most importantly, McDonald's food being thrown away has considerably increased in three years: organic waste accounted for 20 percent of the company's waste in 2015 compared to 13 percent in 2013,¹⁶³ and the total amount of waste was increasing as well over the period.

McDonald's discloses very little information about food produced by its restaurants that is thrown away and does not put forward any measures to prevent or reduce it. A restaurant has even been criticized recently for threatening to fire employees who had offered their own meals to homeless people.¹⁶⁴

In addition, the company appears to be behind schedule regarding organic waste (or biowaste) sorting.

3.1.3.2. Biowaste sorting

McDonald's lists biowaste that it generates as *“product losses, coffee grounds, grill grease, and plant waste as the case may be.”*¹⁶⁵

At the end of 2015, biowaste sorting on the kitchen side was “gradually spreading”¹⁶⁶ in France according to McDonald’s and was therefore far from being widespread. If some biowaste was sent to methanization or compost systems, most waste was not recovered.

This lack of recovery shows non-compliance with the waste hierarchy and also a potential failure to comply with the duty to sort and recover biowaste provided by the French Environmental Code.¹⁶⁷

This obligation to sort biowaste was put in place in 2012. Originally, it applied only to the largest producers of biowaste generating more than 120 tons of biowaste per year, but the threshold triggering its application was gradually lowered.¹⁶⁸ Since January 1, 2016, the obligation to sort and recover biowaste applies to producers generating more than ten tons of biowaste per year and per restaurant.¹⁶⁹

In order to evaluate the amount of biowaste generated by a restaurant, a study was carried out by the Groupement National de Restauration (GNR - National Catering Group) and ADEME.¹⁷⁰ The results were included in a governmental circular dated January 10, 2012.¹⁷¹ This study found a ratio of 43 grams of biowaste per purchase receipt in the fast-food industry, excluding biowaste from the dining area.

In order to assess whether they are required to sort biowaste, fast food restaurant operators may either (1) use this ratio, (2) carry out their own weighing, or (3) “if they are part of a chain, rely on the ratios established by the chain when the production mode, recipes and food used are standardized in all restaurants.”¹⁷²

As pointed out in the governmental circular dated January 10, 2012, failure to comply with the obligation to sort and recover biowaste may lead to administrative penalties from authorities, including a maximum fine of €150,000¹⁷³ as well as criminal penalties including two years of imprisonment and a €75,000 fine.¹⁷⁴

Two calculation methods can be applied based on information provided by the company to estimate the amount of biowaste produced by McDonald’s restaurants.

a) First Method:

In 2014 in France, McDonald’s reported serving an average of two million meals per day,¹⁷⁵ or 730 million meals per year. These meals are served across McDonald’s France’s 1,345 restaurants,¹⁷⁶ making for an average 1,487 meals per restaurant per day or 542,751 meals per restaurant per year.

When using the ratio of 43 grams of biowaste per receipt and assuming that one receipt corresponds to one meal, it follows that McDonald’s restaurants generate on average 23.3 tons of biowaste per year.¹⁷⁷

Based on this figure, McDonald’s should have had all of its restaurants sorting biowaste as early as 2015 when the threshold triggering the obligation to sort biowaste was still 20 tons.

b) Second Method:

In 2014 as in 2015, McDonald’s stated that organic waste on the kitchen side accounted for approximately 20 percent of total waste but did not report any other figures.¹⁷⁸ However, it is possible to estimate the tonnage of organic waste from the tonnage of

used cooking oils and the proportion of used cooking oils to total waste.¹⁷⁹ Based on these figures, organic waste on the kitchen side represented at least 14,610 tons at the end of 2014 and 16,552 tons at the end of 2015.¹⁸⁰

Knowing that McDonald's had 1,345 restaurants at the end of 2014 and 1,388 restaurants at the end of 2015, each restaurant was producing an average of 10.9 tons of biowaste per year in 2014 and 11.9 tons in 2015.¹⁸¹

Based on this data, McDonald's restaurants in France would have been required to implement biowaste sorting beginning on January 1, 2016.

In either case, McDonald's compliance with the sorting requirement in 2016 is questionable, since the company acknowledged at the end of 2015 that biowaste sorting on the kitchen side was only "*gradually spreading*."¹⁸²

Non-compliance by McDonald's would be all the more open to criticism as the company knew as early as July 2011, after publication of the governmental decree triggering the sorting requirement, that its restaurants had to comply with the decree starting in 2015 if using the general ratio of 43 grams per receipt or in 2016 based on data published by McDonald's France. Moreover, McDonald's has already established biowaste sorting in some countries, including Germany,¹⁸³ and is an additional illustration of McDonald's geographically variable waste policy.

3.2. Waste generated in the dining area

Waste generated in the dining area mainly consists of packaging and meal leftovers from customers. Packaging can consist of many items, including: sandwich boxes and cups for fries, foils for sandwiches, cups, lids, straws and straw packs, packs for sauces, salad boxes and lids, cutlery and cutlery packaging, containers for desserts, and promotional tray papers.

As the company has not changed its business model based on disposable packaging to one using reusable packaging, this waste should at least be recycled rather than incinerated or buried.

A governmental decree dated March 10, 2016,¹⁸⁴ has made it compulsory for producers and holders of non-domestic waste to sort paper, metals, plastics, glass and wood. Producers must comply if their waste is collected by local municipalities and they generate more than 1,100 tons of waste per week, or if they use private service providers for waste collection, regardless of the amount of waste produced. At least some McDonald's restaurants are likely affected by this requirement to sort their recyclable packaging waste consisting of paper and cardboard.

While in 2012 more than nine out of ten French people considered it useful to sort waste,¹⁸⁵ McDonald's still does not appear to have widespread waste sorting in its restaurants in France.

Customers express bewilderment on this subject, since waste sorting is one of the most frequently raised issues in the comments published on the company's blog dedicated to environmental matters. For nearly a decade, McDonald's has said that it has conducted experiments in some pilot restaurants, and that it has achieved good results and is in the process of deploying sorting in the dining area.

3.2.1. McDonald's statements regarding waste sorting

Statements from the fast food giant over the years regarding waste sorting are particularly revealing.¹⁸⁶ For instance, McDonald's website providing "corporate data" to the public on waste sorting has not been updated since 2008.¹⁸⁷ On McDonald's blog dedicated to environmental matters, the issue is regularly raised in comments posted by users.

- **2009:** In January 2009, McDonald's indicated that it had *"already carried out tests in dining areas in the restaurants located in Labège and Bègles by providing easily identifiable sorting bins"* and emphasized that *"these experiments were welcomed by our customers"* and that the brand had *"achieved good results."*¹⁸⁸ In August 2009, the company said it was *"hoping for a deployment in the coming months."*¹⁸⁹
- **2010:** In January 2010, the company indicated that approximately 60 restaurants had tested sorting solutions, but only for plastic bottles and cans.¹⁹⁰ The sorting that McDonald's was proposing at that time was only partial sorting, since 90 percent of its packaging consists of paper and cardboard. Facing impatience and bewilderment from some customers, the company began to emphasize the impossibility of widespread sorting by blaming the inexistence of recovery channels accepting soiled paper or cardboard packaging, and the lack of collecting routes set up by local authorities that would collect waste from restaurants along with waste from households.¹⁹¹
- **2011:** McDonald's reported 100 restaurants offering sorting for plastic bottles and cans only, and continued to criticize the lack of routes that collect restaurant waste along with household waste, while indicating it was considering using private service providers.¹⁹²
- **2012:** The company indicated that it pursued the *"objective to collect and recover all waste sorted in restaurants (kitchen and customer side)"*¹⁹³ and put in place an experimental program in 15 restaurants with private service providers collecting waste. *"After a preliminary sorting in separate trash bins,"* these providers were collecting waste *"in a single visit thanks to compartmentalized trucks"* and then *"collected flows [were] gathered on an intermediate platform before being sent to the most appropriate waste recovery chain (recycling, compost, methanization ...)"*¹⁹⁴
- **2013:** McDonald's reported a gradual deployment of waste sorting and recovery in restaurants by using a mixed system with *"local authorities taking care of waste that they can recover and a private service provider for all other waste."*¹⁹⁵ At the end of 2013, McDonald's highlighted the signing of an agreement with Eco-Emballages in order to *"provide a framework for the support and evolution of the system."*¹⁹⁶
- **2014 and 2015:** McDonald's kept on emphasizing the alleged difficulty relating to using private service providers because of the lack of widespread waste collection for companies by local authorities. The company underlined that it had *"imagined and tested a suitable solution which would be the most appropriate to drive our customers in this adventure and to ease the work of our teams (...) [and which] is based on a simple sorting gesture, ergonomic furniture, incentive signage, awareness-raising materials for our customers"* and indicated that *"the system will gradually enter in a deployment phase."*¹⁹⁷

The company mentioned that the “*first restaurants have begun to implement sorting at the end of 2014,*”¹⁹⁸ thereby contradicting its announcements that sorting had been taking place in some restaurants for several years. To highlight its efforts, the company quoted the testimony of a restaurant manager working with a private service provider, Veolia.¹⁹⁹

At the end of 2015, the company indicated that “*the deployment of packaging sorting in restaurants’ dining areas is in progress and (...) is a well-established work stream*”²⁰⁰ and that “*in restaurants’ dining areas the experimental phases for packaging sorting continue*”²⁰¹

However, McDonald’s claims seem to be contradicted by the facts: a municipal service collecting a restaurant’s waste at no extra cost complained about a manager who refused to implement sorting in the dining area “*because increasing the number of bins in the dining area would not be in line with ‘the pleasant atmosphere’ that the restaurant must have...*”²⁰² McDonald’s also refrained from providing a list of restaurants with waste sorting in their dining areas despite requests from customers.²⁰³

- **2016:** At the end of 2016, McDonald’s France celebrated on its blog its waste sorting experimentation that enabled it to “*approve a practical waste sorting option ‘like at home,’ as well as appropriate design for bins and instructions to customers.*”²⁰⁴ The company was once again highlighting its desire to “*integrate selective collection by public services wherever possible*” and, failing that, to “*find a collection solution with private service providers.*”²⁰⁵
- **2017:** In February 2017, Eco-Emballages published a “*Guide to implement sorting in dining areas*” for the fast food industry building off of the “*experimentation carried out with McDonald’s.*”²⁰⁶ This praise of the brand does not negate the fact that McDonald’s still does not appear to have widespread sorting in its restaurants.

Currently, the company does not provide information on the number of restaurants that have waste sorting, the number of restaurants hiring a private service provider compared to the number of restaurants involving municipal services for waste collection, or the breakdown of waste recovery by type (recycling, compost, methanization). The company only discloses that 25 percent of all its waste is recycled, which is lower than in previous years.

3.2.2. McDonald’s and the “5 Flux” Decree

The governmental decree dated March 10, 2016,²⁰⁷ also known as the “5 Flux” Decree, requires that producers and holders of non-domestic waste sort paper, metals, plastics, glass and wood.

This requirement is applicable regardless of the amount of waste produced if the producer or holder of waste uses a private service provider for waste collection. This affects part of McDonald’s restaurants in France, but the company does not disclose the exact number.

For producers and holders of waste that is collected by local municipalities, this legal sorting requirement is applicable if they produce more than 1,100 liters of waste per week. Here again, McDonald's does not disclose the amount of paper and cardboard waste produced by its restaurants. Based on some estimates, McDonald's restaurants benefiting from waste collection by public services could be subject to this sorting requirement.²⁰⁸

3.2.3. McDonald's and selective sorting abroad

In other countries, however, the brand has had widespread sorting in its restaurants for a long time, and applies various methods.

In Germany, workers have carried out sorting in all restaurants since 1993.²⁰⁹ The company invites customers to leave their trays on trolleys, which are then sorted out in the kitchen.²¹⁰

The same occurs in Austria where specially trained crew members supervise waste sorting which is then collected by a recycling company.²¹¹ In total, 95 percent of restaurant waste is recycled in Austria, whereas in France only 25 percent of waste was recycled in 2015.²¹²

In the Netherlands, the company set up a recycling system in 1992, with sorting by employees and with waste collection by trucks belonging to the company,²¹³ and it achieved a 98 percent recycling rate.²¹⁴ The same system has been in use in Belgium since 2009.²¹⁵

In Hungary, McDonald's says it has been engaging in selective waste collection for more than 20 years.²¹⁶

3.2.4. Why McDonald's France is lagging behind

So why is McDonald's waiting to implement selective sorting in its restaurants in France, while this approach has been in place for many years in other countries?

First of all, it is clear that French consumers do not hold McDonald's accountable for the lack of widespread sorting. Indeed, in France, the world's second largest market for McDonald's just behind the United States, the company has seen its sales increase continuously for more than 10 years: the company has no particular incentive to implement an environmental measure such as selective sorting since its customers do not deviate from the brand.

McDonald's also clearly demonstrates its willingness to put the cost of selective sorting and resulting waste recovery on local authorities rather than using a private provider.

In order to justify not employing private providers, McDonald's explained in 2010 that setting up a specific collection for its restaurants would be "*nonsensical from an economic and environmental point of view,*" as it would be difficult to have a positive environmental result from trucks coming to pick up a few kilograms of waste for recovery.²¹⁷

However, the company has no problem with the number of kilometers traveled by trucks for other types of waste: since the 2000s, trucks have been picking up used cooking oils from French restaurants to transport them originally to a site in Germany, and in later years to a single site located in Limay, France. In addition, McDonald's could rely on Martin-Brower's trucks, which are already supplying all restaurants in France and are collecting delivery cartons from restaurants for reuse in the paper industry (see above).

The company's priority seems to consist in integrating its waste into municipal collection systems in order to avoid paying a private service provider, as the company considers that the fee it pays to Eco-Emballages should be enough to finance waste collection and processing. Indeed, like any company producing packaging waste, McDonald's pays a fee to Eco-Emballages, a private organization comprised of packaging manufacturers, major retailers and representatives from the materials industries, that is used to finance waste sorting, collection and recycling.²¹⁸ In 2010, McDonald's France complained about changes to the basis for fee calculation applied by Eco-Emballages to all McDonald's packaging that generated an additional cost of €7 million for the company.²¹⁹ The company likely feels that payment of this fee, which takes all its packaging into account, should cover waste selective collection by local authorities at all its restaurants and free the company from having to use private service providers.

Such a position hardly seems compatible with the image of a company concerned with sustainable development that McDonald's attempts to convey. Meanwhile, the company has been using private service providers for many years in other European countries and even owns its own trucks, and is in a highly profitable financial situation which would allow it to easily finance its waste recovery.

In light of all this, it is not surprising that only 25 percent of the company's waste is actually recycled in France,²²⁰ while in other countries the recycling rate is closer to 90 percent.²²¹

In essence with regard to recycling, McDonald's France focuses on the recovery of cooking oils, which is required by law, and recycling of delivery cartons through Martin-Brower's services. Beyond this, McDonald's France waste management policy is characterized by a decrease of its recycling rate. The proportion of actually recycled waste fell between 2013 and 2015 from 26.5 percent of produced waste to 25 percent. In 2016, waste sorting does not seem to be widespread at McDonald's restaurants despite the fact that at least some of the restaurants are legally required to sort paper and cardboard since March. Moreover, McDonald's France lags behind its European neighbors. Recyclable waste is sorted in a minority of restaurants in France, while the brand has put in place selective sorting in neighboring countries for many years including Belgium, the Netherlands, Germany, and Austria where restaurants report recycling rates that are higher to 90 percent.

Biowaste from kitchens accounted for 13 percent of all waste in 2013 and jumped to 20.3 percent in 2015. Since most of McDonald's ingredients do not require further steps for preparation in kitchens, a substantial part of this biowaste is actually food prepared in kitchens and then thrown away and this amount of waste is increasing. Finally, a portion of McDonald's restaurants in France may not be in line with the legal requirement that biowaste be sorted for recovery.

SECTION 4

CONCLUSION AND RECOMMENDATIONS

The analysis of McDonald's France's Waste Plan and its effects reveal a company that is turning its back on a sustainable economy and better management of resources. The promotion of the company's green image fails to mask a business model based on disposable packaging – distributing 115 tons of packaging per day in France – along with increasing amounts of waste and declining recycling performances.

This report also reflects McDonald's France's lack of transparency on a number of data that are essential to measure the company's efforts regarding sustainable development. Finally, it demonstrates the company's tendency to put forward short-lived or short-range initiatives, a practice common to greenwashing.

Ultimately, the brand's waste policy across the globe appears to be geographically variable, while its customers can expect the multinational to have standardized waste management practices, in addition to the standardized meals and services that it already offers to its customers throughout the world.

Due to its dominant position in the fast food industry in France and its financial strength, the multinational (and its French subsidiary) has ample resources that would allow the company to put measures in place to contribute to a more sustainable economy. Beyond a reduction of waste produced, this change in practices could help the entire fast food industry evolve, as the industry's widespread use of disposable packaging currently has a heavy impact on the environment.

In order to reduce packaging waste produced in restaurants:

McDonald's makes no distinction between eat-in and take-out and uses disposable packaging in both situations.

→ **By using reusable dishware for eat-in orders**, which account for 50 percent of its sales, the brand could avoid the production of more than 15,000 tons of waste per year. McDonald's is already using reusable coffee mugs in its McCafés, which shows that the practice is possible.

In order to reduce packaging resulting from take-out:

Many forms of packaging that are systematically provided at the counter are in fact unnecessary.

- **McDonald's could define best practices to reduce packaging provided at the counter** (such as over-packaging for Happy Meal™ orders, and automatically providing bags and plastic) and systematically train its employees on these issues;
- **The brand could also encourage its customers to bring their own bag to carry-out their order**, following the example of some fast food brands such as Starbucks in the United States and in the United Kingdom that offer discounts to customers who bring their own containers;

The company owns 1,419 restaurants throughout France and controls all of its franchisees' supply-chain.

- **McDonald's could set up a deposit system for packaging** and provide reusable boxes or cups that consumers could return. This would both reduce the waste produced and reduce left-behind packaging.

In order to comply with legal requirements in terms of waste sorting for recycling purposes:

McDonald's has not implemented widespread sorting for recyclable packaging (paper and cardboard) littered in its restaurants and for biowaste generated in kitchens. Yet, this type of sorting is compulsory when restaurants are above certain thresholds relating to waste production.

- **The company should promptly implement widespread sorting of these two types of waste** in all its restaurants, as is already the case in many neighboring countries in Europe.
- **McDonald's should disclose data** reporting the number of restaurants in France that have recyclable packaging and biowaste sorting, as well as reporting the amount of waste generated per restaurant.

APPENDIX

SELECTION OF MCDONALD'S PRODUCT PACKAGING AND CORRESPONDING WEIGHT*

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PACKAGING	WEIGHT
Sandwiches and Salad	
Big Mac box	16 g
McChicken box	14 g
Box for 6 chicken McNuggets and sauce pack	10 g
Cheeseburger foil	3 g
McFish foil	2 g
Croque McDo foil	2 g
Hot dog Box (current promotion)	21 g
Salad (box + packed cutlery + sauce pack)	52 g
Sides (Fries, Potatoes, Small salad)	
Paper bag for small fries	<1 g
Cup for medium fries	7 g
Cup for big fries	10 g
Small Salad (box + packed cutlery + sauce pack)	33 g
Drinks (excluding cans)	
Small drink (cup + lid + packed straw)	10 g
Medium drink (cup + lid + packed straw)	13 g
Big drink (cup + lid + packed straw)	15 g
My little juice	9 g
Desserts	
McFlurry (cup + lid + spoon)	14 g
Sundae (cup + lid + spoon)	10 g
Frappé (box + straw)	13 g
Berlingo Fruits	6 g
Apple slices	<1 g
Pineapple slices	2 g

McCafé	
Coffee (cup + lid)	18 g
Cookie Pack	4 g
Peanuts Pack	<1 g
Specific products in Happy Meals™	
Small tomatoes	<1 g
Happy Meal™ yoghurt	6 g
Toy packaging	4 g
Happy Meal™ Box	40 g
Others	
Paper napkin	3 g
"Croisillon" (meal carrier) (take-out)	20 g
Paper bag (take-out)	30 g
Table set (eat-in)	6 g

* Weighing made with packaging offered by one McDonald's restaurant in April 2017

ENDNOTES

- 1** McDonald's Corporation, SEC Form 10-K, February 24, 2015; IMF, World Economic Outlook Database, GDP
- 2** McDonald's reported franchised and corporate sales in Europe until the end of 2014: McDonald's Corporation, SEC Form 10-k, February 24, 2015, pages 18-19 (US\$7.8 billion in company-operated sales and US\$18.4 billion in franchised sales in Europe). In 2015, McDonald's reorganized its market segments ("US", "International Lead Markets", "High Growth Markets" and "Foundational Markets & Corporate") and no longer reports Europe systemwide sales. Currency translations are made on the basis of the average currency exchange rates published by the U.S. Internal Revenue Service at <https://www.irs.gov/individuals/international-taxpayers/yearly-average-currency-exchange-rates>.
- 3** Statement by McDonald's Europe President, Douglas Goare, McDonald's Corporation Europe & APMEA Investor Meeting, May 16, 2014
- 4** Euromonitor Passport data. See also, E. Paquette, "McDonald's dans le viseur du fisc français pour une évasion de 2,2 milliards d'euros", Jan. 21, 2014 ; http://lexpansion.lexpress.fr/entreprises/mcdonald-s-dans-le-viseur-du-fisc-francais-pour-une-evasion-de-2-2-milliards-d-euros_1440428.html
- 5** McDonald's in Europe, Virtual Press Office, About Us, "A Quick Snapshot", <http://www.mcdpressoffice.eu/aboutus.php>
- 6** Report published by EFFAT and SEIU, "McLandlord - Global rent excess at the world's largest franchisor", March 2017, p.13, http://www.effat.org/sites/default/files/news/14541/mcll_fre_030617.compressed.pdf
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- 12** McDonald's Corporate Social Responsibility & Sustainability Report 2012-2013, p. 10, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf ; CNBC "McDonald's beats earnings on surging US sales, China demand", Jan. 25, 2016, <http://www.cnbc.com/2016/01/25/mcdonalds-reports-fourth-quarter-2015-earnings.html>
- 13** McDonald's France website, Nos Chiffres, <https://www.mcdonalds.fr/entreprise/entreprise/qui-sommes-nous/chiffres> ; Bruna Basini, "McDo teste un menu signature à 13,90 euros", October 11, 2015, <http://www.lejdd.fr/Economie/McDo-teste-un-menu-signature-a-13-90-euros-754871>
- 14** Average packaging weight per transaction was 57.5 grams in 2013 based on top 9 markets: see McDonald's Corporate Social Responsibility & Sustainability Report 2012-2013, p. 40, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf
- 15** Average packaging weight per transaction (57.5 grams per transaction) was multiplied by the average number of customers served per day in the world, i.e. 70 million (see McDonald's Corporate Social Responsibility & Sustainability Report 2012-2013, p. 10, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf)
- 16** In 2007, McDonald's France used approximately 60g of packaging per meal served, McDonald's France, EcoJournal 2007, p.10, http://matoneil.free.fr/manag.Mc%20do/EcoJournal_McDonalds.pdf. In 2013, average packaging weight per transaction was 57.5 grams based on top 9 markets (see McDonald's Corporate Social Responsibility & Sustainability Report 2012-2013, p. 40, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf). This figure was multiplied by the average number of customers served per day in France (2 millions)
- 17** McDonald's Germany, Corporate Responsibility Report 2015, p.41, https://www.mcdonalds.de/documents/75202/3918621/20161111_McDonalds_CR-Report_2015_EN.pdf
- 18** Concerning the European Commission's investigation, see the State Aid Register http://ec.europa.eu/competition/elojade/isef/case_details.cfm?proc_code=3_SA_38945. The press estimates the amount that McDonald's should pay back to tax authorities to US\$500 million: see Rochelle Toplensky, "McDonald's faces prospect of EU order to pay \$500 million in back

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31 See Martin-Brower website, <http://www.martinbrower.fr/services.html>: "From our traditional paper articles to French fries and proteins through fresh food, we deliver all products from a distribution center to a restaurant. We suggest orders to our clients in connection with our order-suggesting tool." See also, Pascal Rabiller, "Martin Brower, gros plan sur le "ventre" de McDonald's", La Tribune, April 22, 2015, <http://objectifaquitaine.latribune.fr/business/2015-04-22/martin-brower-gros-plan-sur-le-ventre-de-mcdonald-s.html>. The software that is used appears to be developed by Paragon, see "L.R. Services streamlines deliveries for McDonald's France", <https://www.paragonrouting.com/case-studies/lr-services-streamlines-deliveries-mcdonalds-france> [L.R. Services is Martin-Brower's former name]

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34 In 2010, Eric Gravier, who was then McDonald's France Vice-President stated: "Actually, we are working on our reputation", Dijonscope, "Comment McDonald's s'achète une respectabilité", Mediapart Blog, April 9 2010, <https://blogs.mediapart.fr/edition/dijon-bourgogne/article/090410/comment-mcdonalds-sachete-une-respectabilite-partie-22>:

35 Marie Molinario, "McDonald's se met au vert", LeJDD.fr, December 9, 2009, <http://www.lejdd.fr/Ecologie/Economie/Actualite/McDonald-s-se-met-au-vert-156857>; Dijonscope, "Comment McDonald's s'achète une respectabilité", Blog Mediapart, April 9, 2010, <https://blogs.mediapart.fr/edition/dijon-bourgogne/article/090410/comment-mcdonalds-sachete-une-respectabilite-partie-22>

36 Bruno Rebelle, former executive at Greenpeace France from 1997 to 2003 before becoming Greenpeace International's n°2 top executive until 2006, created the agency Bruno Rebelle Conseil, with McDonald's among his first clients. In April 2009, Bruno Rebelle became partner and CEO at Synergence, the agency working on McDonald's communication on environmental matters that edits McDonald's "Journal du Développement Durable" (<http://www.synergence.com/mcdonalds-france>). Besides, Emmanuelle Brice, former communication manager at Greenpeace from 2005 to 2008 became Manager in charge Environment at Synergence in 2008. Today, Bruno Rebelle and Emmanuelle Brice no longer appear in Synergence's staff chart but work with the Agency named Transitions/Bruno Rebelle Conseil where they integrated in their team, Loïc Jacqueson, former McDonald's account manager at Synergence.

37 Béatrice Héraud, "Deloitte France acquiert le Cabinet Synergence", January 5, 2016, <http://www.novethic.fr/breves/details/deloitte-france-acquiert-le-cabinet-synergence.html>

38 See McDonald's France website, <https://www.mcdonalds.fr/entreprise/developpement-durable/accueil>

39 See <http://www.mcdonalds-environnement.fr/>

40 See McDonald's France website, Corporate data, <http://www.mcdonalds-donneescorporate.fr/indicateurs/environnement>

41 McDonald's France, Journal du Développement Durable 2015, p.36, <http://www.syner->

gence.net/mcdo/mcDo_JDD2015/fichiers/assets/common/downloads/publication.pdf

42 For instance, McDonald's Germany discloses this information on a yearly basis in its corporate responsibility report: see the annual reports published by McDonald's Germany available at <https://www.mcdonalds.de/uber-uns/cr-report>

43 McDonald's France website, Corporate Data, 2013–2015 Indicators, <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2013>. For 2015, McDonald's disclosed the following figures: organic waste from kitchens – 20.3 percent; non-recyclable waste – 10.95 percent; recyclable waste from the lobby – 43.8 percent; used cooking oils – 8.99 percent; delivery boxes – 15.96 percent

44 Ibid. For 2013, McDonald's disclosed a 26.51 percent share of recycled waste

45 The amount of collected cooking oils increased from 6,452 tons in 2013 to 7,330 tons in 2015. The amount of recycled delivery boxes increased from 12,274 tons in 2013 to 13,018 tons in 2015: see McDonald's France website, Corporate Data, 2013–2015 Indicators, cited above

46 The increase of waste generated by McDonald's France over 3 years is confirmed by the projections made on the basis of the amount of used cooking oils disclosed by McDonald's and on the basis of the breakdown per type of waste: the total amount of waste generated by McDonald's restaurants would have increased from 68,192 tons in 2013 to 81,540 tons in 2015, i.e. a 20% increase, while over the same period the number of McDonald's restaurants in France increased by only 7% (from 1,298 at the end of 2013 to 1,388 at the end of 2015). Concerning figures for used cooking oils per year and the number of restaurants per year, see McDonald's France website, Corporate Data, 2013–2015 Indicators, cited above

47 The increase of organic waste generated by McDonald's France over 3 years is confirmed by the projections made on the basis of the amount of used cooking oils disclosed by McDonald's and on the basis of the breakdown per type of waste (see McDonald's France website, Corporate Data, 2013–2015 Indicators, cited above): the amount of organic waste from kitchens would have increased from 9,320 tons of waste in 2013 to 16,552 tons in 2015, i.e. a 78% increase. This estimate (16,552 tons) is in line with the amount of organic waste produced by McDonald's restaurants in Germany (15,174 tons in 2015 – See McDonald's Germany, Corporate Responsibility Report 2015, p. 42, https://www.mcdonalds.de/documents/75202/3918621/20161111_McDonalds_CR-Report_2015_EN.pdf) where McDonald's generates a lower turnover than in France (€4.7 billion in France compared to 3.6 billion in Germany – Source: Euromonitor Data)

48 See McDonald's France website, Corporate data, 2013–2015 Indicators, cited above

49 See recital n°7 and article 4 of European Directive 2008/98/EC <http://eur-lex.europa.eu/legal-content/FR/TXT/?uri=CELEX%3A32008L0098> and articles L. 541-1 and following of the Environmental Code

50 European Commission, Press release, “Closing the loop : Commission adopts ambitious new Circular Economy Package to boost competitiveness, create jobs and generate sustainable growth”, December 2, 2015, http://europa.eu/rapid/press-release_IP-15-6203_en.htm; European Commission, Fact sheet, “Circular Economy Package : Questions & Answers”, December 2, 2015, http://europa.eu/rapid/press-release_MEMO-15-6204_en.htm

51 McDonald's France website, Corporate data, <http://www.mcdonalds-donneescorporate.fr/dechets>

52 See annual reports published by McDonald's Germany available at <https://www.mcdonalds.de/uber-uns/cr-report>

53 In 2007, McDonald's France used approximately 60 grams of packaging per meal served: McDonald's France, EcoJournal 2007, p.10, http://matoneil.free.fr/manag.Mc%20do/EcoJournal_McDonalds.pdf. In 2013, average packaging weight per transaction was 57.5 grams based on top 9 markets (see McDonald's Corporate Social Responsibility & Sustainability Report 2012–2013, p. 40, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf). This figure was multiplied by the number of customers per day in France, i.e. 2 millions (see McDonald's France website, Nos Chiffres, <https://www.mcdonalds.fr/entreprise/entreprise/qui-sommes-nous/chiffres>)

54 The transcript of a McDonald's Europe internal meeting relating to waste and disposable on January 21, 1991 mentions: “If reusable packaging becomes an issue in any community, it would have a major impact on the way we do business”: see the Supplementary Statement of April 23, 1996, published as part of the “McLibel” defamation lawsuit, §11, http://www.mc-spotlight.org/people/witnesses/recycling/link_ann.html

55 See McDonald's France, EcoJournal 2007, p.13, http://matoneil.free.fr/manag.Mc%20do/EcoJournal_McDonalds.pdf: “at McDonald's, one meal out of two is ordered for take-out”. See also, Ghislaine G. Bléry, “Chez McDonald's, les emballages aussi sont français”, January 2013, http://www.ceeschisler.fr/wa_files/janvier_202013_20-_20Pap_27Argus_20287_20-_20Chez_20McDonald_27s_20les_20emballages_20sont_20fran_C3.pdf. In its annual survey on fast food industry in France, Euromonitor noted that in 2015, take-out accounted for more than 55% of the fast food turnover, Euromonitor, Fast Food in France, May 2016, page 34

56 McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2008/12/01/ouverture-du-restaurant-mcdonald-s-de-plaisance-du-touch-31.html>

57 “Fin des sacs plastique : les Français vont-ils vraiment changer leurs habitudes d'achat ? [sondage]”, LSA Commerce & Consommation, June 24, 2016, <http://www.lsa-conso.fr/fin->

des-sacs-plastique-les-francais-vont-ils-vraiment-changer-leurs-habitudes-d-achat-sondage,241287

58 In the United States as in the United Kingdom, Starbucks applies a discount to its clients who bring their own mug: "Goals & Progress: Reusable Cups," Starbucks, <https://www.starbucks.com/responsibility/global-report/environmental-stewardship/reusable-cups>; Sean Poulter and Richard Marsden, "Bring your own mug and get 50p off your coffee: Starbucks offers discount in victory for campaign to slash paper waste", Daily Mail, March 18, 2016, <http://www.dailymail.co.uk/news/article-3499650/Starbucks-offers-discount-victory-campaign-slash-paper-cup-waste.html>; George Bowden, "Starbucks recycled cup discount increases to 50 pence per drink", Huffington Post, March 19, 2016, http://www.huffingtonpost.co.uk/entry/starbucks-recycled-cup-discount-increases-to-50-pence-per-drink_uk_56ed7585e4b0cc1ede8c2506. In Switzerland, similar initiatives were launched and are common to several restaurants: Arcinfo.ch, August 29, 2016, <http://www.arcinfo.ch/articles/suisse/plats-a-l-empporter-de-la-vaisselle-reutilisable-introduite-a-bienne-572922>

59 McDonald's environmental blog, comment by Delphine Smagghe dated December 8, 2008, <http://www.mcdonalds-environnement.fr/archive/2008/12/01/ouverture-du-restaurant-mcdonald-s-de-plaisance-du-touch-31.htm>

60 See in particular the different approaches of two ISO certified methods: Rolf Frischknecht, "LCI modelling approaches applied on recycling of materials in view of environmental sustainability, risk perception and eco-efficiency," International Journal of Life Cycle Assessment, August 2010, vol. 15: 7, pp.666-671, 2010, <http://link.springer.com/article/10.1007/s11367-010-0201-6>

61 See the Supplementary Statement of April 23, 1996 published as part of the "McLibel" defamation lawsuit, §13: "in 1991, McDonalds restaurants in Switzerland commissioned a report on the ecological impact of a McDonald's restaurant compared with three other restaurants. However, the study only included the direct local impacts of the restaurants themselves and not the wider impacts of running the different types of business. For example, the water and energy use at the restaurants such as washing the reusable dishware, was counted, but not the water and energy use for producing and transporting the throwaway McDonald's packaging. This is one way in which ecological balances such as these 'can be misused'."

62 Association "Mais qu'est-ce que tu fabriques ?", "Gobelets réutilisables / Verres jetables, éléments de comparaison sur le plan écologique", June 2007, http://preventiondechets.fne.asso.fr/doc-fne/kit-manif/autres-outils/bilan_ecologique_gobelets.pdf; Guillaume Grandchamp and Luc Giger, "Analyse de cycle de vie : gobelets jetables, réutilisables, recyclables", Ecole Polytechnique Fédérale de Lausanne, January 2009, http://www.strid.ch/usr_files/Documents/Pdf/epfl_2009_analyse%20cycle%20de%20vie.pdf; Johan Bouvier, "Comparaison des impacts environnementaux des gobelets dans l'événementiel", Moutain Riders, June 2011, http://developpement-durable.sports.gouv.fr/IMG/pdf/comparaison_gobelets_acv_mountain_riders.pdf; RDC Environment, "Etude de l'impact environnemental des gobelets réutilisables dans les événements", July 2013, http://www.strid.ch/usr_files/Documents/Pdf/rdc%2013%20etude%20impact%20gobelet%20reutilisable.pdf; CIRAI, "Rapport technique : Analyse du cycle de vie de tasses réutilisables et de gobelets à café à usage unique", October 2014, http://www.ciraig.org/pdf/CIRAIG_RapportACVtassesetgobelets_public.pdf

63 Zero Waste France, "Impacts climatiques du tout-jetable : l'exemple de la vaisselle jetable", June 17, 2015, <https://www.zerowastefrance.org/fr/articles/180-impacts-climatiques-du-tout-jetable-l-exemple-de-la-vaisselle-jetable>; Ecoconso, "La vaisselle réutilisable et compostable", advice sheet n°139, March 2016, http://www.ecoconso.be/sites/default/files/publications/fc139_vaisselle_reutilisable_compostable.pdf

64 See ADEME, "Nous Connaitre", <http://www.ademe.fr/connaitre>; see also ADEME, "Une Seule Solution: Consommer Autrement!", June 2006, p. 4-5, <http://www.centre.ademe.fr/sites/default/files/files/M%C3%A9diath%C3%A8que/Publications/consommer-autrement.pdf>; see "Restaurant Zéro déchet," La Semaine Européenne de la Réduction des Déchets, ADEME, November 26, 2016, <http://www.serd.ademe.fr/node/30577>

65 Zero Waste France, "Impacts climatiques du tout-jetable : l'exemple de la vaisselle jetable", June 17, 2015, <https://www.zerowastefrance.org/fr/articles/180-impacts-climatiques-du-tout-jetable-l-exemple-de-la-vaisselle-jetable>

66 McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2008/11/24/valoriser-les-dechets-une-voie-d-avenir-pour-mcdonald-s.html#c5661>.

67 This is the case, for example, for the restaurant located in Rognac in the Bouches du Rhône area. See also, McDonald's France website, Corporate data, <http://www.mcdonalds-donneescorporate.fr/qualite/service-quand-mcdo-se-reinvente>

68 Waste and Opportunity 2015: Environmental Progress and Challenges in Food, Beverage, and Consumer Goods Packaging, Conrad B. MacKerron, As You Sow and NRDC, 2015, p.17: <https://www.nrdc.org/sites/default/files/consumer-goods-packaging-report.pdf>

69 This is in particular the case for the company named Jour, which uses reusable bowls for its salads (see <http://www.jour.fr/nos-engagements/>, commitment n°4). Pizza Hut also uses reusable dishware in its restaurants with eat-in service (<https://www.instagram.com/pizza-hutrestaurants/>), as well as Flunch (<https://www.instagram.com/flunch/>). Exki would also have introduced reusable dishware (<https://www.snacking.fr/news-278-Exki-celebre-ses-10-ans-et-inaugure-ce-8-decembre-une-nouvelle-generation-de-restaurant.php>). This is also the case of some independent fast-food companies (see, in particular, le Bar à soupes, <http://www.lebarasoupes.com/> and AFP, "De l'emballage à la poubelle, le casse-tête de la vente à

emporter, Oct. 25, 2014, http://www.lexpress.fr/actualites/1/styles/dechets-de-l-embal-lage-a-la-poubelle-le-casse-tete-de-la-vente-a-emporter_1615497.html)

70 McDonald's Germany, Corporate Responsibility Report 2015, p.41, https://www.mcdonalds.de/documents/75202/3918621/20161111_McDonalds_CR-Report_2015_EN.pdf. Reusable mugs are also used in McCafés in France: see McDonald's France website, <https://www.mcdonalds.fr/produits/offre-mccafe>

71 In its Journal du Développement Durable 2015, McDonald's states that children have chosen a book rather than a toy in their Happy Meals™ in one out of ten cases, which represents more than 8 million books. It can be therefore inferred that more than 80 million Happy Meals™ have been sold: Journal du Développement Durable 2015, p. 15, http://www.synergie.net/mcdo/mcDo_JDD2015/index.html. In 2014, more than 82 million toys have been distributed, which represents as many meals and boxes sold, Journal du développement durable 2014, p.18, http://www.synergie.net/mcdo/mcDo_JDD2014/mcdonalds_developpement_durable_rapport2014_html/index.html

72 McDonald's France, blog dedicated to environmental matters, comment by Delphine Smagge dated February 24, 2015, <http://www.mcdonalds-environnement.fr/archive/2015/01/21/une-annee-de-la-lumiere-24626.html>

73 McDonald's France, blog dedicated to environmental matters, comment by Delphine Smagge dated November 19, 2010, <http://www.mcdonalds-environnement.fr/archive/2010/06/29/vos-avis-m-interessant.html>

74 McDonald's France, Journal du développement durable 2013, p.29, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/common/downloads/publication.pdf

75 McDonald's France, blog dedicated to environmental matters, comment by Delphine Smagge on March 26, 2010, <http://www.mcdonalds-environnement.fr/archive/2010/02/28/mcdonald-s-et-ses-fournisseurs-depuis-10-ans-au-sia.html>

76 McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2009/12/28/programme-emballages-abandonnes.html>

77 McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2011/09/09/le-plan-dechets-agir-a-tous-les-niveaux.html>

78 McDonald's France, Journal du développement durable 2014, p.7, http://www.synergie.net/mcdo/mcDo_JDD2014/mcdonalds_developpement_durable_rapport2014_html/index.html

79 Ibid.

80 McDonald's France, Journal du développement durable 2013, p.29, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/common/downloads/publication.pdf

81 Ibid.

82 McDonald's announced in 2013 that it changed the materials for 3 sandwich boxes (CBO, 280 and BigTasty) leading to heavier packaging but using more recycled fiber: McDonald's France, Journal du Développement Durable 2013, p.29, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/common/downloads/publication.pdf

83 McDonald's France, EcoJournal 2007, p.10, http://matoneil.free.fr/manag.Mc%20do/Eco-Journal_McDonalds.pdf

84 Data supplied by McDonald's Corporation based on top 9 markets (see McDonald's Corporate Social Responsibility & Sustainability Report 2012-2013, p. 40, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_2013_csr_report.pdf).

85 See "McDonald's s'engage", Ed. 2016, p.10, https://www.mcdonalds.fr/documents/10192/427707/McDonalds_Qualite-Securite-Nutrition.pdf/cd517457-bb8d-4fce-9e29-dabc7e0a4462

86 The following items were included in the calculation:

a) Best Of Big Mac combo meal with McFlurry : Big Mac box (16g), medium fries cup (7g), medium drink including cup/lid/straw (13g), McFlurry including cup/lid/spoon (14g), napkin (3g), "croisillon" (meal carrier) for take-out (20g), paper bag for take-out (30g), table set for eat-in (6g). If the McFlurry is replaced by a Sundae (10g), the total packaging weight must be reduced by 4g.

b) Maxi Best Of Big Mac combo meal: the same items as a) with the exception of French fries cup (large size - 10g) and beverage (large size - 15g). If the McFlurry is replaced by a Sundae (10g), the total packaging weight must be reduced by 4g. If the McFlurry is replaced by packet of apple slices, the total packaging weight must be reduced by 13 g.

c) Salad combo meal: packed salad / cutlery / packet of sauce (52g), medium beverage cup/lid/straw (13g), napkin (3g), "croisillon" (meal carrier) for take-out (20g), paper bag for take-out (30g), table set for eat-in (6g). If the McFlurry is replaced by a Sundae (10g), the total packaging weight must be reduced by 4 g. If the McFlurry is replaced by packet of apple slices, the total packaging weight must be reduced by 13 g.

d) Happy Meal™: foil for Cheeseburger (3g), medium potatoes cup (6g), cup/lid/straw for a small drink(10g), organic dessert to drink (9g), Happy Meal™ box (40g), packaging for toy (4g), napkin (3g), paper bag for take-out (30g), table set for eat-in (6g). Note that the choice of a different side order (small fries) and different desserts (for example small apples) allows to reduce the packaging weight by 13g.

87 In the 2015 Journal du Développement Durable, McDonald's states that kids chose to have a book rather than a toy in their Happy Meals™ in one order out of ten, representing 8 million books. The number of Happy Meals™ per year can therefore be assessed to 80 million: Journal du Développement Durable 2015, p. 15, http://www.synergie.net/mcdo/mcDo_JDD2015/index.html. The 3,200 tons figure is calculated by multiplying the estimated amount of Happy Meals™ sold per year by the box weight obtained during the weighing (i.e.

40 grams).

88 Based on the examples of weighed combo meals in the table above, packaging for eat-in represent 36% to 44% of all packaging served to customers (excluding packaging for transporting products to restaurants). Knowing that eat-in and take-out sales are split up equally (see endnote n°55) at McDonald's, this range remains likely correct. This range is based nevertheless on weighings concerning combo meals (which represent 75% of orders - see "McDonald's s'engage", Ed. 2016, p.10, https://www.mcdonalds.fr/documents/10192/427707/McDonalds_Qualite-Securite-Nutrition.pdf/cd517457-bb8d-4fce-9e29-dabc7e0a4462). In order to take this aspect into account and due to the fact that the "croisillon" (meal carrier) and take-out bags are the heaviest items, the lowest figure (36%) was used on a precautionary basis as McDonald's France does not disclose more specific information. As the total amount of packaging served to customers was assessed to 42,000 tons per year in France (see endnote n°85), the share of packaging for eat-in (36%) is assessed to 15,120 tons per year, i.e. 41.4 tons per day.

89 Bulk packaging for buns would save 9,000 tons of carton per year, see McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2010/04/07/www-mangedehorsjettemalin-com-un-site-contre-les-emballages.html>

90 McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2010/04/07/www-mangedehorsjettemalin-com-un-site-contre-les-emballages.html>

91 For 2011, see <http://www.mcdonalds-environnement.fr/archive/2011/09/09/le-plan-dechets-agir-a-tous-les-niveaux.html>; for 2012, see McDonald's France, Journal du développement durable 2012, p.25 et 44, http://www.synergie.net/mcdo/mcDo_JDD2012/fichiers/assets/basic-html/index.html#1; for 2013, see McDonald's France, Journal du développement durable 2013, p.39, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/common/downloads/publication.pdf and McDonald's France, Corporate data, 2013 indicators, <http://www.mcdonalds-donneescorporate.fr/indicateurs/gestion-des-resources?annee=2013>; for 2014, see McDonald's France, Journal du développement durable 2014, p.7, http://www.synergie.net/mcdo/mcDo_JDD2014/mcdonalds_developpement_durable_rapport2014_html/fichiers/assets/basic-html/page-1.html# and McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2014/10/29/les-regionales-ecoprogress%E2%84%A2-la-grande-tournee-des-recompense-24412.html>; for 2015, see McDonald's France, Journal du développement durable 2015, p.14, http://www.synergie.net/mcdo/mcDo_JDD2015/index.html

92 See McDonald's Germany Corporate Responsibility Reports, including https://www.mcdonalds.de/documents/75202/3918621/20161111_McDonalds_CR-Report_2015_EN.pdf (2015, p.41), https://www.mcdonalds.de/documents/75202/2771485/160426_McD_CR_Fakten_Blatt_E.pdf (2014, p.4), <https://www.mcdonalds.de/documents/2729834/2998299/McD-CR-Report-2013-EN.pdf/81fafa21-c663-4dc2-8c52-4a3fe4b83a18> (2013, p.17), <https://www.mcdonalds.de/documents/75202/2771485/McDonalds+CR+Report+2012+EN.pdf/86787bff-f86a-4ff7-93d0-73698c0ba200> (2012, p.69), <https://www.mcdonalds.de/documents/75202/2771485/McDonalds+CR+Report+2011+EN.pdf/9563b535-239c-49fd-bbb4-b6c951b5876d> (2011, p.27)

93 According to a study on fast food in the US, 13% of McDonald's packaging is made of polystyrene. See Waste and Opportunity 2015: Environmental Progress and Challenges in Food, Beverage, and Consumer Goods Packaging, Conrad B. MacKerron, As You Sow and NRDC, 2015, p.14: <https://www.nrdc.org/sites/default/files/consumer-goods-packaging-report.pdf>

94 International Center for Research on Cancer, "Styrene", Monographie, <https://monographs.iarc.fr/ENG/Monographs/vol82/mono82-9.pdf>; Leigh Stringer, "Will polystyrene cancer concerns prompt brands to change?", The Guardian, August 27 2014, <https://www.theguardian.com/sustainable-business/2014/aug/27/styrene-carcinogen-brands-polystyrene-foam-food-packaging>

95 John Holusha, "Packaging and Public Image: McDonald's Fills a Big Order", The New York Times, Nov. 2, 1990, <http://www.nytimes.com/1990/11/02/business/packaging-and-public-image-mcdonald-s-fills-a-big-order.html?pagewanted=all>

96 Jennifer Elkes, "McDonald's Agrees to Phase Out Polystyrene Cups", Sept. 25, 2013, http://www.sustainablebrands.com/news_and_views/design_innovation/packaging/mcdonald%E2%80%99s-agrees-phase-out-polystyrene-cups

97 Petition on change.org, <https://www.change.org/p/mcdonalds-singapore-replace-styrofoam-breakfast-packaging-with-recycled-packaging/u/9514441>; Carolyn Khew, "McDonald's serving up greener breakfasts", The Straits Times, Oct. 2, 2015, <http://www.straitstimes.com/singapore/mcdonalds-serving-up-greener-breakfasts>

98 As You Sow, 2017 Shareholder Resolution McDonald's, Request for a report on risks of foam cups, <http://www.asyousow.org/wp-content/uploads/2016/12/McDonalds-Foam-Risk-2017.pdf>; Libby MacCarthy, "As You Sow Urges Global Brands to Nix Polystyrene Foam Packaging", Feb. 6, 2017, http://www.sustainablebrands.com/news_and_views/packaging/libby_maccarthy/you_sow_urges_global_brands_nix_polystyrene_foam_operations

99 Amanda Clark, "Hong Kong slowly being strangled by plastic packaging waste", CSR Asia, Apr. 13, 2016, <http://www.csr-asia.com/csr-asia-weekly-news-detail.php?id=12574#> : "Over the past 5-6 years, McDonalds Asia has been providing single plastic bags for drinks, often for drinks consumed on site because they do not ask the customer if a bag is needed".

100 For 2015, see McDonald's Germany, Corporate Responsibility Report 2015, p.41, <https://>

www.mcdonalds.de/documents/75202/3918621/20161111_McDonalds_CR-Report_2015_EN.pdf; for previous years, see Facts and Figures About McDonald's Germany – Supplement to Corporate Responsibility Report 2014 Update, p.5, https://www.mcdonalds.de/documents/75202/2771485/160426_McD_CR_Fakten_Blatt_E.pdf

101 McDonald's France website, <https://www.mcdonalds.fr/entreprise/developpement-durable/dechets>

102 For a critic of the PEFC certification, see <http://m.greenpeace.org/international/en/mid/campaigns/forests/solutions/alternatives-to-forest-destruction/Weaker-Certification-Schemes/#edn1>. FSC also commissioned a study to demonstrate that PEFC certification has lower standards than FSC certification: see NEPCON, "Comparative analysis of the PEFC system with FSC Controlled Wood requirements", May 1, 2012, p.4, <http://www.fsc-uk.org/preview.comparative-analysis-of-the-pefc-system-with-fsc-controlled-wood-requirements.a-257.pdf>

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105 McDonald's France, Ecojournal 2007, p.13, http://matoneil.free.fr/manag.Mc%20do/EcoJournal_McDonalds.pdf: "Clearly stamped, McDonald's packaging waste are easily identifiable and therefore harm the brand's image".

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117 McDonald's France, Ecojournal 2007, p.12, http://matoneil.free.fr/manag.Mc%20do/EcoJournal_McDonalds.pdf

118 Ibid.

119 Only two replies to blog comments dating from 2009 evoke "a perimeter of approximately 300 meters and more in some cases" and collection 3 times a day in the particular case of a restaurant: see McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2009/11/03/defi-ecoprogress-les-resultats.html> and <http://www.mcdonalds-environnement.fr/archive/2009/08/28/emballages-abandonnes-equipements-impliquees.html>

120 This is particularly the case in Montpellier, where the town regulation n°2011/1207 provides that "establishments primarily engaged in providing or distributing to their customers or visitors documents or products in packaging such as bags, boxes, paper, cups, are obliged to carry out or arrange for the collection of waste directly generated by their activity in the immediate vicinity of their point of sale or distribution, within a 50-meter radius", http://www.montpellier.fr/include/viewFile.php?idtf=14909&path=ef%2FWEB_CHEMIN_14909_1330690651.pdf. This regulation is not the result of a local convention signed with McDonald's, since in 2012 (i.e. after the regulation was passed), Montpellier was not a part of the cities quoted by McDonald's as having signed a local convention: see McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2012/07/31/programme-emballages-abandonnes-91-conventions-locales-signee.html>. Pursuant to Article L. 2224-16 of the General Code for Local Authorities (Code Général des Collectivités Territoriales), the Mayor may regulate waste management by the producer of the said waste.

121 Local town regulation from La Garenne-Colombes dated November 26, 2007, <https://www.lagarennecolombes.fr/download/AAA-DOUAILLAT/doc300915-30092015141800.pdf>: "Stationary of mobile fast food businesses shall provide bins and/or containers on the local

site and its surroundings to their customers and at their own cost. The liability of the said businesses may be looked for in case of failure to provide bins and containers and in case of deterioration of public spaces notably by packaging for products sold to their customers or transport packaging. Management and maintenance of these bins and containers shall be borne by their owner". See also the local town regulation from Créteil dated January 20, 2004, article 14-3, http://www.agglo-plainecentrale94.fr/_data/95/arr_cret022004.pdf

122 Local town regulation from Saint-Paul-Trois-Châteaux dated June 11, 2007, article 8, <http://www.saintpaultroischateaux.fr/www/telecharger/reglements/reglement-proprete.pdf>: "Businesses whose activity may produce "immediate" waste shall raise awareness of their customers and incite them to use bins located in the vicinity of their premises. According to article 3 of this regulation, they are required to ensure cleanliness regarding their establishment".

123 http://www.amf.asso.fr/upload/fichiers/documents/AMF_20090925_DP_emballages_AMF_SNARR.pdf

124 Ibid.

125 Press release dated November 22, 2016, "La Direction Interdépartementale des Routes Ouest et McDonald's unissent leurs forces pour sensibiliser les automobilistes aux déchets abandonnés", http://www.dir.ouest.developpement-durable.gouv.fr/IMG/pdf/communique_de_presse_ope_ration_de_chets_-_nantes.pdf. The number of McDonald's restaurants in France is based on the Company's 2015 data available at <http://www.mcdonalds-donneescorporate.fr/indicateurs/social>. For the total number of McDonald's restaurants in France, see McDonald's in Europe, Virtual Press Office, A Quick Snapshot, <http://www.mcdpressoffice.eu/aboutus.php> (consulted on March 2, 2017)

126 For McDonald's, "the signing of the charter marks the end of a process of implementation. First of all, we need to work together to develop the means of action, the intervention channels, the complementarity of the tours... Everything therefore begins with partnerships": see McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2011/09/29/le-programme-emballages-abandonnes-plus-de-1000-communes-imp.html>

127 The information provided below comes from McDonald's blog and Journal du Développement Durable:

2016: No information provided on the blog and in the Journal du Développement Durable. A press release announces 250 restaurants engaged in a Left-Behind Packaging Program with their local authorities as of Nov. 21, 2016 (http://www.dir.ouest.developpement-durable.gouv.fr/IMG/pdf/communique_de_presse_ope_ration_de_chets_-_nantes.pdf); Dec. 31, 2015: 247 restaurants have partnered with their local authorities (McDonald's France, Journal du Développement Durable 2015, p. 36, http://www.synergie.net/mcdo/mcDo_JDD2015/index.html); Dec. 31, 2014: 230 restaurants have partnered with their local authorities (McDonald's France, Journal du Développement Durable 2014, p. 20, http://www.synergie.net/mcdo/mcDo_JDD2014/mcdonalds_developpement_durable_rapport2014_html/index.html); Dec. 31, 2013: 226 restaurants have signed a partnership (McDonald's France, Journal du Développement Durable 2013, p.30, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/common/downloads/publication.pdf), partnerships with 409 municipalities having at least one restaurant and 140 local agreements signed (<http://www.mcdonalds-environnement.fr/archive/2014/03/31/initiatives-oceanes-jeter-par-terre-c-est-jeter-a-la-mer-23829.html>); March 8, 2013: more than a hundred partnerships and approximately 400 municipalities involved in the process (<http://www.mcdonalds-environnement.fr/archive/2013/03/01/en-direct-du-salon-de-l-agriculture.html>); Dec. 31, 2012: 108 local agreements signed with local authorities and 375 municipalities engaged with at least one restaurant involved (McDonald's France, Journal du Développement Durable 2013 p.26, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/common/downloads/publication.pdf); Dec. 7, 2012: 105 municipalities have signed a local agreement and 370 municipalities have at least one McDonald's restaurant involved in a partnership in progress (<http://www.mcdonalds-environnement.fr/archive/2012/12/07/au-salon-des-maires-pour-la-troisieme-annee.html>); Aug. 1, 2012: 91 local agreements signed and 369 municipalities having at least one McDonald's restaurant involved in a partnership in progress (<http://www.mcdonalds-environnement.fr/archive/2012/07/31/programme-emballages-abandonnes-91-conventions-locales-signe.html>); Apr. 24, 2012: 83 local agreements signed, involving 210 municipalities 225 ongoing partnerships, i.e. 1,026 municipalities involved, in total, 1,236 municipalities involved in signed charters or in progress (<http://www.mcdonalds-environnement.fr/archive/2012/04/24/partenariats-avec-les-communes-pour-lutter-contre-les-emball.html>); Feb. 14, 2012: 75 charters signed, 211 ongoing partnerships, 1,217 municipalities concerned (<http://www.mcdonalds-environnement.fr/archive/2012/02/14/programme-emballages-abandonnes-plus-de-1-200-communes-impli.html>); Sept. 29, 2011: 60 charters signed, 193 partnerships in progress, 1,023 municipalities involved (<http://www.mcdonalds-environnement.fr/archive/2011/09/29/le-programme-emballages-abandonnes-plus-de-1000-communes-imp.html>); May 27, 2011: 45 local charters signed, 114 municipalities involved, 116 partnerships in progress covering 700 municipalities and in total, 814 municipalities involved in partnerships (<http://www.mcdonalds-environnement.fr/archive/2011/05/27/programme-emballages-abandonnes-la-45eme-charte-locale-est-s.html>); March 14, 2011: 682 municipalities committing or being committed to set up the program to fight against left-behind packaging (McDonald's France, Journal du Développement Durable 2011 p.42, <http://readlanguagesblog.typepad.com/files/mcd-france-journal-environnemental.pdf>); Dec. 31, 2010: 774 municipalities involved in a local partnership approach,

33 charters signed with 90 municipalities, 593 municipalities engaged in a partnership in progress (McDonald's France, Journal du Développement Durable 2011 p.42, <http://readlanguesblog.typepad.com/files/mcd-france-journal-environnemental.pdf>); Nov. 19, 2010: 580 municipalities involved (<http://www.mcdonalds-environnement.fr/archive/2010/11/29/mcd-au-salon-des-maires.html>); Aug. 30, 2010: 360 municipalities involved (<http://www.mcdonalds-environnement.fr/archive/2010/08/30/vos-avis-m-interessent-vos-propositions-aussi.html>); Dec. 31, 2009: 91 franchisees are involved in the process, i.e. 211 municipalities involved (McDonald's France, EcoJournal 2009, p.9, <http://www.lemarathonvert.org/IMG/pdf/ecojournal09.pdf>)

128 See McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2010/04/07/www-mangedehorsjettemalin-com-un-site-contre-les-emballages.html>: "We also count on you to be whistleblowers by indicating any problem of left-behind McDonald's packaging in your town" and <http://www.mcdonalds-environnement.fr/archive/2010/06/29/vos-avis-m-interessent.html>: the goal of this website was to be "a tool to track down waste that is thrown away in the streets"; see also <http://www.mcdonalds-environnement.fr/archive/2010/12/06/la-reduction-des-dechets-c-est-toute-l-annee.html>

129 The domain name is no longer reserved. Besides, the latest news dates back to August 2012 according to the website archives accessible via <https://archive.org/web/>.

130 See McDonald's France, blog dedicated to environmental matters, <http://www.mcdonalds-environnement.fr/archive/2010/08/30/vos-avis-m-interessent-vos-propositions-aussi.html>

131 See McDonald's France, blog dedicated to environmental matters, comment from Delphine Smagge dated March 8, 2013: "Of course, all restaurants do not deploy at the same speed. You were unfortunate in entering into a restaurant that has not focused on communication", <http://www.mcdonalds-environnement.fr/archive/2013/03/01/en-direct-du-salon-de-l-agriculture.html>; see in particular the comment dated January 25, 2016, <http://www.mcdonalds-environnement.fr/archive/2016/01/06/notre-quatrieme-bilan-carbone%2%AE-confirme-notre-progression-25114.html>; see the comment dated March 7, 2013: "I noticed no signage concerning the warning of your consumers on the impact of McDo waste on Nature", <http://www.mcdonalds-environnement.fr/archive/2013/03/01/en-direct-du-salon-de-l-agriculture.html>

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139 Article L. 541-2 of the Environmental Code

140 Article L. 541-10 of the Environmental Code

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- 142** McDonald's France, Corporate data, <http://www.mcdonalds-donneescorporate.fr/dechets/les-sept-vies-du-carton-demballage>
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- 155** <http://www.ecogras.com/qui-sommes-nous-.html>
- 156** INCOME Consulting -AK2C, "Pertes et gaspillages alimentaires : l'état des lieux et leur gestion par étapes de la chaîne alimentaire", study carried out on behalf of ADEME, May 2016, <http://www.ademe.fr/sites/default/files/assets/documents/pertes-gaspillages-alimentaires-etat-lieux-201605-synt.pdf>
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- 159** Law n° 2016-138 dated February 11, 2016 related to the fight against food waste
- 160** Slate, "Les Américains gâchent 40% de leur nourriture", August 23, 2012, <http://blog.slate.fr/bien-manger/2012/08/23/gaspillage-nourriture/>
- 161** McDonald's France website, Corporate Data, 2015 Indicators, <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2015>. The figure disclosed by McDonald's concerning organic waste is 20.3 percent
- 162** This figure is calculated by dividing (i) the amount of used cooking oil (7,330 tons) and its proportion in the breakdown per type of waste reported by McDonald's France (8.99%) by (ii) the percentage of organic waste on the kitchen side in the breakdown per type of waste (20.3%). Concerning figures for used cooking oil per year and the breakdown per type of waste, see McDonald's France, Corporate data, <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2015>
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- 164** "McDonald's s'excuse après avoir demandé de "ne pas nourrir les SDF" avec ses burgers", Le JDD.fr, August 12, 2015, <http://www.lejdd.fr/Societe/McDonald-s-s-excuse-apres-avoir-demande-de-ne-pas-nourrir-les-SDF-avec-ses-burgers-746381>
- 165** McDonald's France, Journal du Développement Durable 2015, p. 18, http://www.synergie.net/mcdo/mcDo_JDD2015/fichiers/assets/common/downloads/publication.pdf
- 166** Ibid.
- 167** Article L. 541-21-1 of the Environmental Code: "As of January 1, 2012, persons producing or holding large quantities of waste mostly composed of biowaste are obliged to set up an on-site sorting and biological recovery or, if not carried out by a third party, a selective collection of the said waste in order to allow the recovery of the material so as to limit the emission of greenhouse gases and to favor the return to the ground". Article R. 543-225 II of the Environmental Code: "Producers or holders of a significant quantity of biowaste within the meaning of Article L. 541-21-1 shall be considered to be persons who produce or hold quantities of food oils waste or other biowaste exceeding the thresholds fixed by regulation (arrêté)

from the Minister for the Environment for these two categories of waste, with the exception of waste processing facilities and households.

Where a person produces or owns bio-waste at multiple sites or in several facilities, the threshold is assessed on the basis of the quantities produced or held at each site or facility”.

168 See Article 1 of the regulation (arrêté) dated July 12, 2011 setting the thresholds referred to in Article R. 543-225 of the Environmental Code. The thresholds are as follows: 120 tons per year for year 2012, 80 tons per year for year 2013, 40 tons per year for year 2014, 20 tons per year for year 2015, 10 tons per year for year 2016.

169 Article R. 543-225 II of the Environmental Code: “(...) Where a person produces or owns bio-waste at multiple sites or in several facilities, the threshold is assessed on the basis of the quantities produced or held at each site or facility”.

170 See Groupement National de la Restauration, “Etude estimative de la production de biodéchets au sein des établissements de restauration”, November 10, 2011, http://www.optigede.ademe.fr/sites/default/files/fichiers/2011-11-10_-_Rapport_biodechets_GNR_avec_Annexes.pdf

171 Government circular dated January 10, 2012 on the rules for the application of the obligation to sort biowaste at source by big producers (article L. 541-21-1 of the Environmental Code), http://circulaire.legifrance.gouv.fr/pdf/2012/01/cir_34512.pdf

172 Ibid.

173 Article L. 541-3 of the Environmental Code

174 Article L. 541-46 I-8° of the Environmental Code

175 McDonald’s France website, <https://www.mcdonalds.fr/entreprise/entreprise/qui-sommes-nous/chiffres>

176 In 2014, McDonald’s had 1,345 restaurants in France: see <http://www.mcdonalds-donneescorporate.fr/indicateurs/social?annee=2014>. As of December 31, 2016, the number of restaurants in France was 1,419: see <http://www.mcdpressoffice.eu/aboutus.php>.

177 Figure obtained by multiplying the ratio of biowaste per receipt (43g) by the estimated number of meals per year per restaurant (542,751 meals).

178 McDonald’s France, Journal du Développement Durable 2014, p.20, http://www.synergie.net/mcdo/mcDo_JDD2014/mcdonalds_developpement_durable_rapport2014_html/index.html

179 Ibid.

180 For 2014, this figure is calculated by dividing (i) the amount of used cooking oils (5,844 tons) and its proportion in the breakdown per type of waste as reported by McDonald’s France (8%) by (ii) the proportion of organic waste on the kitchen side provided in the breakdown per type of waste (20%). For 2015, this figure is calculated by dividing (i) the amount of used cooking oils (7,330 tons) and its proportion in the breakdown per type of waste as reported by McDonald’s France (8.99%) by (ii) the proportion of organic waste on the kitchen side provided in the breakdown per type of waste (20.3%). Concerning figures for used cooking oil per year and the breakdown per type of waste, see <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2014> and <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2015>

181 Figures calculated by dividing the estimated amount of biowaste per year (4,610 tons at the end of 2014 and 16,552 tons at the end of 2015) by the number of branded restaurants at the end of 2014 (1,345) and at the end of 2015 (1,388). Concerning the number of restaurants at the end of years 2014 and 2015, see <http://www.mcdonalds-donneescorporate.fr/indicateurs/social?annee=2014> and <http://www.mcdonalds-donneescorporate.fr/indicateurs/social?annee=2015>

182 McDonald’s France, Journal du Développement Durable 2015, p. 18, http://www.synergie.net/mcdo/mcDo_JDD2015/fichiers/assets/common/downloads/publication.pdf

183 McDonald’s Europe, “Best of Green” Report, 2014, p.11, http://www.mcdpressoffice.eu/downloads/McD_bestofgreen_report.pdf. In 2012, Germany passed a law requiring waste producers to separately sort biowaste and to recover it by January 1, 2015, see Peter Krause, Rüdiger Oetjen-Dehne, Iswung Dehne, Dietrich Dehnen, Heie Erchinger, “Compulsory implementation of separate collection of biowaste”, Federal Environment Agency (Germany), p.1, http://www.umweltbundesamt.de/sites/default/files/medien/378/publikationen/summary_texte_84_2014.pdf

184 Governmental Decree n° 2016-288 dated March 10, 2016 concerning various provisions aimed at adapting and simplifying waste prevention and management, Article 3.

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une-voie-d-avenir-pour-mcdonald-s.html#c5661).

190 McDonald's France, blog dedicated to environmental matters, comment dated January 26, 2010, <http://www.mcdonalds-environnement.fr/archive/2009/12/28/programme-emballages-abandonnes.html>

191 McDonald's France, blog dedicated to environmental matters, comment dated January 26, 2010, <http://www.mcdonalds-environnement.fr/archive/2009/12/28/programme-emballages-abandonnes.html>; comment dated June 11, 2010, <http://www.mcdonalds-environnement.fr/archive/2010/06/11/genelle-2-valorisation-des-dechets-objectif-100.html>

192 McDonald's France, blog dedicated to environmental matters, comment dated July 5, 2011, <http://www.mcdonalds-environnement.fr/archive/2011/07/05/le-tri-selectif-dans-les-restaurants-aller-au-bout-de-la-dem.html>

193 McDonald's France, blog dedicated to environmental matters, comment dated February 13, 2012, <http://www.mcdonalds-environnement.fr/archive/2011/09/23/tous-les-emballages-plastique-dans-les-poubelles-jaunes-une.html>

194 McDonald's France, blog dedicated to environmental matters, comment dated February 27, 2012, <http://www.mcdonalds-environnement.fr/archive/2011/07/05/le-tri-selectif-dans-les-restaurants-aller-au-bout-de-la-dem.html>

195 McDonald's France, blog dedicated to environmental matters, article dated June 21, 2013, <http://www.mcdonalds-environnement.fr/archive/2013/06/21/un-autre-avenir-pour-les-biodechets.html>

196 McDonald's France, Journal du Développement Durable 2013, p.30, http://www.synergie.net/mcdo/mcDo_JDD2013/fichiers/assets/basic-html/index.html#1

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198 McDonald's France, Journal du Développement Durable 2014, p.8, http://www.synergie.net/mcdo/mcDo_JDD2014/mcdonalds_developpement_durable_rapport2014_html/fichiers/assets/basic-html/page-1.html#

199 McDonald's France, Journal du Développement Durable 2014, p.9, cited above

200 McDonald's France, Journal du Développement Durable 2015, p.14, https://www.mcdonalds.fr/documents/10192/427707/McDonalds_JDD_2015.pdf/8c4800c6-2609-40db-8204-d3db5f8d76eb

201 McDonald's France, Journal du Développement Durable 2015, p.18, cited above

202 McDonald's France, blog dedicated to environmental matters, comment dated October 24, 2014, <http://www.mcdonalds-environnement.fr/archive/2014/10/17/loi-sur-la-transition-energetique-le-deuxieme-round-se-jouer-24369.html>

203 McDonald's France, blog dedicated to environmental matters, comment dated April 8, 2015, <http://www.mcdonalds-environnement.fr/archive/2015/04/03/le-costa-ri-ca-marche-a-l-energie-renouvelable-24774.html>

204 McDonald's France, blog dedicated to environmental matters, article dated December 12, 2016, <http://www.mcdonalds-environnement.fr/archive/2014/10/17/loi-sur-la-transition-energetique-le-deuxieme-round-se-jouer-24369.html>. In this article, McDonald's congratulated itself for receiving a R-AWARDS by the Club Génération Responsable (Responsible Generation Club) for its "waste management". The relevance of this type of award appears to be limited with regard to the number of members in this club (approximately 50 companies accepting to pay a fee to be part of this Club) and lack of transparency regarding criteria to grant this type of award.

205 By contrast, no other information regarding the number of restaurants having waste sorting has been published on the company's website providing corporate data or in the press releases section. Besides, McDonald's had not published any Journal du Développement Durable for year 2016 at the time this report was finalized (early May 2017).

206 Voir <http://www.ecoemballages.fr/actualite/un-guide-pour-mettre-en-place-le-tri-dans-la-restauration-rapide>

207 Governmental Decree n° 2016-288 dated March 10, 2016 concerning various provisions aimed at adapting and simplifying waste prevention and management, Article 3.

208 Packaging for eat-in (and thus packaging waste produced in McDonald's restaurants) represent 36% to 44% of all packaging served to customers (excluding packaging for transporting products to restaurants). The lowest figure (36%) was used on a precautionary basis as McDonald's France does not disclose more specific information; As the total amount of packaging served to customers was assessed to 42,000 tons per year in France (see endnote n°86), the share of packaging for eat-in (36%) is assessed to 15,120 tons per year for all McDonald's restaurants in France. By dividing this figure by the number of weeks per year (52) and

the number of restaurants in France (1,419), the average amount of packaging waste thrown away after eat-in per week and per McDonald's restaurant can be assessed to 204 kgs. When converted in volume, this could correspond to 3,400 liters of waste per week, i.e. above the 1,100-liter threshold referred to by the Decree

209 McDonald's Germany, Corporate Responsibility Report, 2012, p.68, <https://www.mcdonalds.de/documents/75202/2771485/McDonalds+CR+Report+2012+EN.pdf/86787bff-f86a-4ff7-93d0-73698c0ba200>

210 Optimized Sorting Maximizes Recyclables, McDonald's Best of Global Green 2012, p.21, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_best_of_green.pdf

211 Waste Management with McRecycle®, McDonald's Best of Global Green, 2012, p.18, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2012_best_of_green.pdf

212 McDonald's France website, Corporate Data, Indicateurs 2015, <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2015>

213 "Dedicating a service provider to McDonald's waste collection, i.e. the solution adopted in Belgium, the Netherlands and Germany. A single service provider charts a special truck to collect in one visit the various fractions sorted in restaurants: oils, cartons, food waste, plastics, cans ... The solution maximizes the visit of a single truck", McDonald's France, Journal du Développement Durable 2011, p.45, <http://readlanguagesblog.typepad.com/files/mcd-france-journal-environnemental.pdf>

214 "On The Right Track with Green Trucks", McDonald's Best of Global Green, 2014, p.25, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2014_best_of_green.pdf

215 Ibid.

216 "Környezetvédelmi Tevékenységünk", McDonald's Hungary, <https://www.mcdonalds.hu/rolunk/fenntarthatosag/kornyezetvedelmi-tevekenysegunk>

217 McDonald's France, blog dedicated to environmental matters, comment dated June 11, 2010, <http://www.mcdonalds-environnement.fr/archive/2010/06/11/genelle-2-valorisation-des-dechets-objectif-100.html>

218 See the 2016 price list from Eco-Emballages, <http://www.ecoemballages.fr/bien-venue-dans-votre-espace-entreprises/le-tarif-point-vert/bareme-2016-0>

219 In an interview, McDonald's France Vice-President complained about Eco-Emballages decision to calculate a fee on 100% of packaging produced by the brand, whereas the fee was previously calculated on 18% of the company's packaging according to him, because it had been "considered that 18% of our waste was going in household waste further to an analysis": see Eric Gravier's interview in Dijonscope, "Comment McDonald's s'achète une respectabilité", Apr. 9, 2010, <https://blogs.mediapart.fr/edition/dijon-bourgogne/article/090410/comment-mcdonalds-sachete-une-respectabilite-partie-22>

220 McDonald's France website, Corporate Data, 2015 Indicators, <http://www.mcdonalds-donneescorporate.fr/indicateurs/reduction-des-nuisances-et-gestion-des-dechets?annee=2015>

221 "On The Right Track with Green Trucks", McDonald's Best of Global Green, 2014, p.25, http://corporate.mcdonalds.com/content/dam/AboutMcDonalds/2.0/pdfs/2014_best_of_green.pdf