

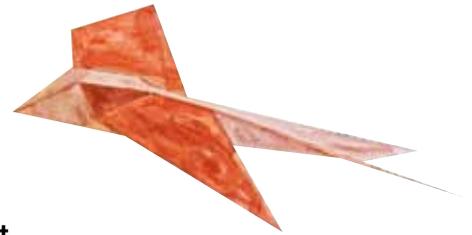


McDonald's®
Turkey
Sustainability Report

2013



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about our report



As McDonald's Turkey, we continue to communicate our economic, environmental and social performance to our employees, customers, business partners and other stakeholders in this second edition of our sustainability report.

We designed this report, which we intend to publish on a regular basis, as a communication tool to share every year the steps we take to manage our business impacts.

Scope of Our Report

We convened with our senior management in a strategy workshop, and we reviewed the sustainability issues that we need to primarily manage. While determining these issues, we examined all our restaurants and the entire process from supply to the delivery of the product to our customers in Turkey without any limitations.

The information in this report represents our performance from January 1, 2013 to December 31, 2013 unless otherwise stated.

Principles of Our Report

We based our report on the standard disclosures and related performance indicators of the GRI Global Reporting Initiative G3.1 Sustainability Reporting Guidelines. Our report is coherent with GRI's materiality, stakeholder inclusiveness, sustainability context, and completeness principles.

www.globalreporting.org

Our Next Report

We plan to issue our 2014 sustainability report in 2015.





message to our stakeholders...

Esteemed Stakeholders,

At McDonald's Turkey, the way we do business involves value creation through sustainability-oriented management as well as profitability. As we deliver on our commercial promises to our shareholders, we conduct all our activities through an approach that prioritizes our social and environmental responsibilities.

2013 was a dynamic period for McDonald's Turkey. As we achieved nearly 30% growth with the addition of our new restaurants and products, we have also discharged our social and environmental responsibilities, continuing to generate value that would benefit all our stakeholders, particularly for our employees, customers, and the communities in which we operate.

Thanks to its sales volume and the sectors with which it collaborates, McDonald's Turkey assumes a major role in Turkey's national economy. In 2013, too, we continued to source 99% of all products and packaging materials offered at our restaurants locally, from Turkish suppliers. Our business volume with our suppliers increased by USD 13 million reaching to USD 108 million.

In 2013, the number of our restaurants increased by 12% to 231 while the ratio of our franchisees increased by 7% to 54.

Our Social Performance

Looking after the health, safety, and happiness of our employees and guests is a key aspect of our social performance. We believe that the happiness of our employees is a foremost prerequisite for satisfying our customers. We are aware that we will achieve our goals together with our employees whose energy empowers us. We derive our strength from the transparent work environment we have created together with our employees, who have adopted the global and local McDonald's standards and our innovation-oriented approach.

We closely follow our employee satisfaction and invest in their development. In 2013, our investments in training stood out.

Food safety is the top goal of McDonald's' standards. We prepare all our products from the fresh, premium ingredients. We trace all of the ingredients in our products in their journey from the field or farm where they are produced until the moment they are placed on the trays of our customers. To ensure a balanced diet for our customers, we provide them with top-quality, delicious product alternatives to meet their personal nutrition needs.

Another leg of our social performance is our work to contribute in the community. With more than USD 1.5 million we transfer into the efforts of the McDonald's Children Charity, we had nearly 200,000 children benefit through our furnishing projects for family rooms, hospital primary education classrooms, hospital playgrounds, and children's units in hospitals. After Diyarbakır, Şanlıurfa, Mardin, and Gaziantep, we brought the Eye Health and Success in Education Project to Adıyaman in 2013.



Our Environmental Performance

We manage our environmental impact by making efficient use of energy and water, and disposing of our waste in the best way possible. Thanks to the measures we have taken at our restaurants, both our electricity and water consumption grew in parallel with the rate of increase of the number of our restaurants over the reporting period. The frying oil we use at our restaurants was taken out of use and handed over to a licensed waste oil collection firm in line with all the quality criteria set out in the Turkish Food Codex. Additionally, we had 42% of our packaging waste collected by the licensed firm on our behalf. This amount is documented, also indicating how they are recovered in the certified recycling facilities.

Dear Stakeholders,

We believe that we contribute in all our stakeholders through this report in which we convey our responsible and sustainable way of doing business through model practices.

We will continue our determination to accommodate the requests of all our stakeholders based on the McDonald's Values, McDonald's global vision, and Anadolu Group business principles, and further extend our corporate responsibility approach, keeping up with our sustainability work in the coming periods as well.

We hope that you will examine our sustainability report, which we have designed as a communication tool, and share with us any questions and suggestions you may have.

Kind regards,

Dilek Dölek
Managing Director

1974
RONALD
MCDONALD
HOUSE

M
updated
1969

1967
international growth

1
2
3
4
5
6
7
8
9

MCDONALDS.COM
IS LAUNCHED 1996

100 MILLION
HAMBURGERS 1958
SOLD

GLOBAL 2008
PACKAGING
REDESIGN

2005
50th
anniversary

1968
BIG
mac

ON.
1961-HAMBURGER UNIVERSITY OPENS

facts &
figures
about

McDonald's
Turkey...



corporate profile...



we serve for

27

years

in

39

cities

at

231

restaurants and





14
McD Cafés®

with approximately

5
thousand
employees and

a daily average of

300
thousand
customers

with a

23%
ratio of owner
operators.



**McD Café®
Products**

- 29** Beverages
- 17** Desserts



Restaurant Products

- 14** Beef sandwiches
- 5** Chicken sandwiches
- 3** Salads
- 6** Snacks and side dishes
- 9** Breakfast menus
- 15** Beverages
- 14** Desserts

Restaurant Management

- 54** Franchisees
- 177** Anadolu Restoran İşletmeleri Ltd.Co.

sustainability profile...

economic

99%

Ratio of locally sourced ingredients and materials served in our restaurants

**108
USD million**

Annual business volume with our suppliers

**100
USD million+**

Total amount of investment made by our suppliers in Turkey to date

social

15,000+

Total employment we generate together with our suppliers

1.5 USD million

Community investments by McDonald's Children Charity

200 thousand children

in 22 cities
Number of children reached through McDonald's Children Charity

environmental

Recovery ratio of the frying oil we used

30%



Recycling by the licensed institution in proportion to our packaging waste

38%



2011

40%



2012

42%

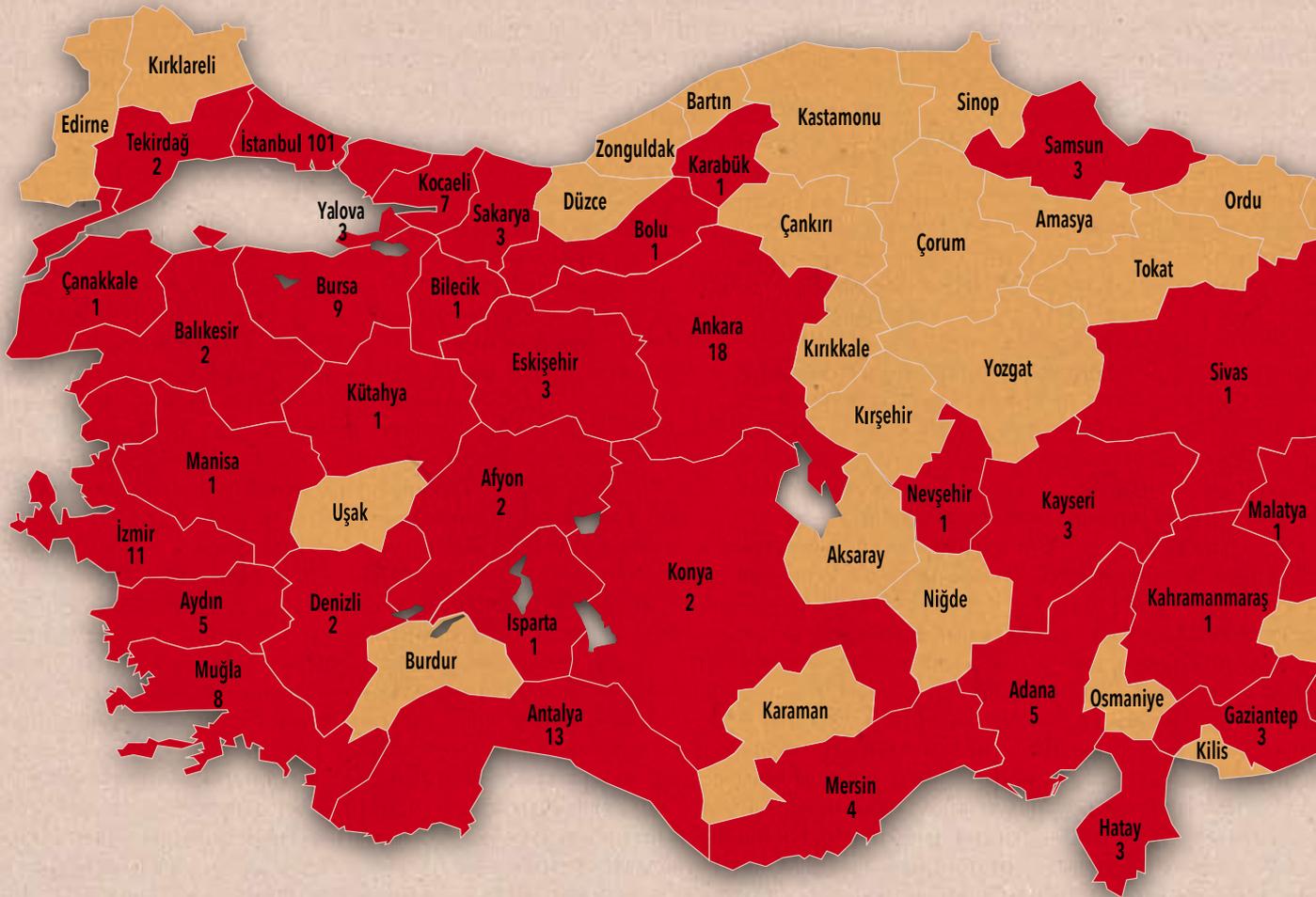


2013



restaurants and cafés

Distribution of McDonald's restaurants in Turkey

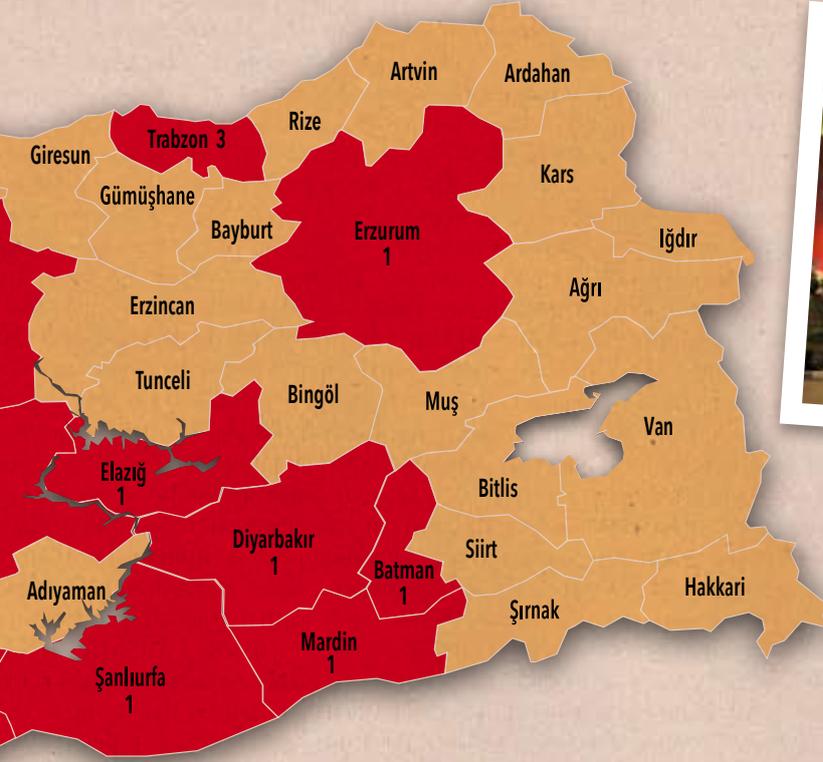


McD Café®

A coffee chain which operates in more than 1,300 restaurants across 32 countries, McCafé® started its operations in Turkey in 2012 as McD Café®.

Our experienced baristas use carefully selected, perfect 100% Arabica coffee beans for each cup of coffee served to our customers with a flawless balance of consistency, aroma, and temperature at the McD Café®s.

With the addition of our newly launched McD Café®s that started to serve as corners at McDonald's restaurants in İstanbul, Ankara, Antalya, and Adana to provide customers with pleasurable time and to introduce them to a genuine and quality coffee experience, the number of McD Café®s reached 14 in 2013.



2012

Sabiha Gökçen Airport
Levent
Torium Shopping Mall
Sultanahmet
Merter
Süreyyapaşa
Başakşehir

2013

Ataşehir
Ankara Batıkent
Acıbadem
Gültepe NEF
Antalya Cumhuriyet
Adana Galleria
Şekerpınar



management approach...

At McDonald's Turkey, we conduct all our operations in line with our vision of generating value for all our stakeholders, in compliance with our ethical standards, and in full awareness of our social and environmental responsibilities.



Communication award from USA goes to McDonald's Turkey's first sustainability report



LACP Spotlight Awards Platinum Award, USA, 2013/14 Best Sustainability Report McDonald's Turkey Sustainability Report 2012

In April 2014, McDonald's Turkey 2012 Sustainability Report received 99 points over 100 in an all-sector assessment at the '2013/14 Spotlight Awards' organized by the League of American Communications Professionals (LACP) and won the the top prize, the Platinum Award, as the Best Sustainability Report of the world. LACP jury entitled our report as the 10th best communication material among 1,500 entries around the world.

McDonald's values

We place the customer satisfaction at the core of all we do...

Our customers are the reason for our existence. Our goal is to offer quality, service, cleanliness and value for each and every customer, each and every time.

We are committed to our people...

We provide opportunity and nurture talent. We develop leaders and reward achievement.

We believe in the McDonald's System...

McDonald's business model, depicted by our 'three-legged stool' of owner/operators, suppliers, and company employees, is our foundation, and balancing the interests of all three groups is the key.

We operate our business ethically...

At McDonald's, we hold ourselves and conduct our business to high standards of fairness, honesty, and integrity. We are individually accountable and collectively responsible.

We give back to our communities...

We act as a responsible corporate citizen and a good neighbour where our restaurants are located. We help our customers build better communities, support McDonald's Children Charity, and leverage our scope and resources to help make the world a better place.

We grow our business profitably...

McDonald's grows steadily in all the regions in Turkey. This requires a continuous focus on our customers and the healthy structure of our system.

We strive continually to improve...

We are a learning organization that aims to anticipate and respond to changing customer, employee and system needs through constant evolution and innovation. We are always innovative and pioneering.





The reason McDonald's is preferred by millions around the world is the McDonald's Standards that were set by Ray Kroc in 1954. Since then, each step taken to improve the McDonald's system has been shaped around these standards. Implemented the same way at all restaurants around the world, these standards are what distinguish McDonald's.

Customer Satisfaction

In addition to all our practices supporting McDonald's Standards, we comply with environmental and animal health and welfare standards as part of our corporate responsibility by, conducting comprehensive controls. We serve our customers in person and monitor our performance on the satisfaction index to maximize our customer satisfaction.

Customer Satisfaction Opportunity Index

As of the end of 2013, our index improved by nearly 3 percentage points year-on-year to nearly 10.4%.

McDonald's standarts



How do we ensure?

QUALITY

By our traceable practices that ensure superior food safety from the field to the tray

SERVICE

By being fast, accurate, friendly

CLEANLINESS

By the cleanliness of our employees, restaurants, and their environment

VALUE

By serving fresh, warm, and delicious products in an enjoyable atmosphere, and at great value

TRANSPARENCY

By our sustainable practices across our entire value chain

LEADERSHIP

By our innovative practices in all areas of the industry

corporate governance...

According to 83% of our employees that participated in our sustainability survey...

"McDonald's Turkey manages all its business processes in accordance with the corporate governance principles of transparency, fairness, accountability, and responsibility."

Ethical Business Practices

McDonald's and Anadolu Group's Employee Hand Books (working principles) lay out the responsibilities and codes of conduct for all employees. The handbook sets out rules that regulate the relations of our employees with all stakeholders.

The handbook is delivered to every new employee and explained in detail during orientation given by our Human Resources Department. Furthermore, regulations relating to corporate and employee rules are made available to all digitally.

In addition to the information on the codes of conduct in the Anadolu Group Employee Handbook, a complaint reporting mechanism is also available to address ethical issues. In the process defined within the scope of the Non-Compliance Reporting Regulations, all employees are encouraged to report any improper practice they encounter across the company or at any other Anadolu Group company to the Head of Company Ethics Committee via email, mail or private line.

Non-compliance issues are tackled under the headings of illegal practices, violation and abuse of Anadolu Group and corporate procedures, unethical practices, and wastefulness. The Non-Compliance Reporting Regulations also cover the suppliers as stakeholders.

Responsible Marketing

In accordance with the The Golden Arches Code, which is applicable in all McDonald's offices and restaurants worldwide, as well as the Anadolu Group codes of conduct, we observe the principles of responsible marketing and communication, and exercise self-control in line with these standards.

In all our communication efforts, we pay utmost attention to avoid promoting excessive consumption of our products, and adhere to the message and visual usage standards and principles set out by McDonald's global organization in our communication activities that aim children. (Global Children's Marketing Guidelines)



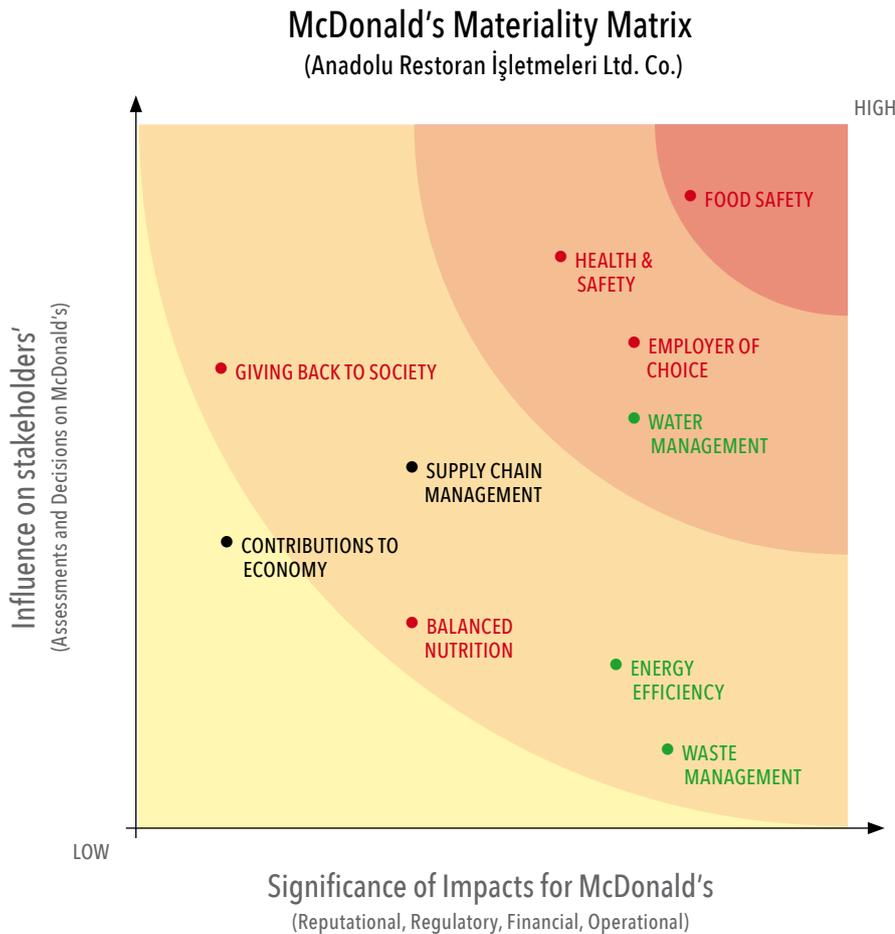


strategic sustainability topics

During the reporting period, we reviewed our sustainability impacts along our value chain through the strategy workshop organized with the participation of our senior management as well as the sustainability survey, which was open to all employees.

At the strategy workshop with our managers, we examined and prioritized each topic of strategic

importance to our company separately in economic, environmental and social context. Considering the feedback we received from our employees, we updated the McDonald's Turkey Sustainability Matrix. In the next reporting period, we intend to include our suppliers and customers as well as our internal stakeholders to the stakeholder participation process.



The top right vertices of the table feature the topics that are of greater importance for both our stakeholders and our company, and that could have a direct and significant impact on our company's legal, financial, and operational performance, and therefore, its reputation. These constitute the topics of the relevant sections of our report and we explain our company's performance in detail with data.

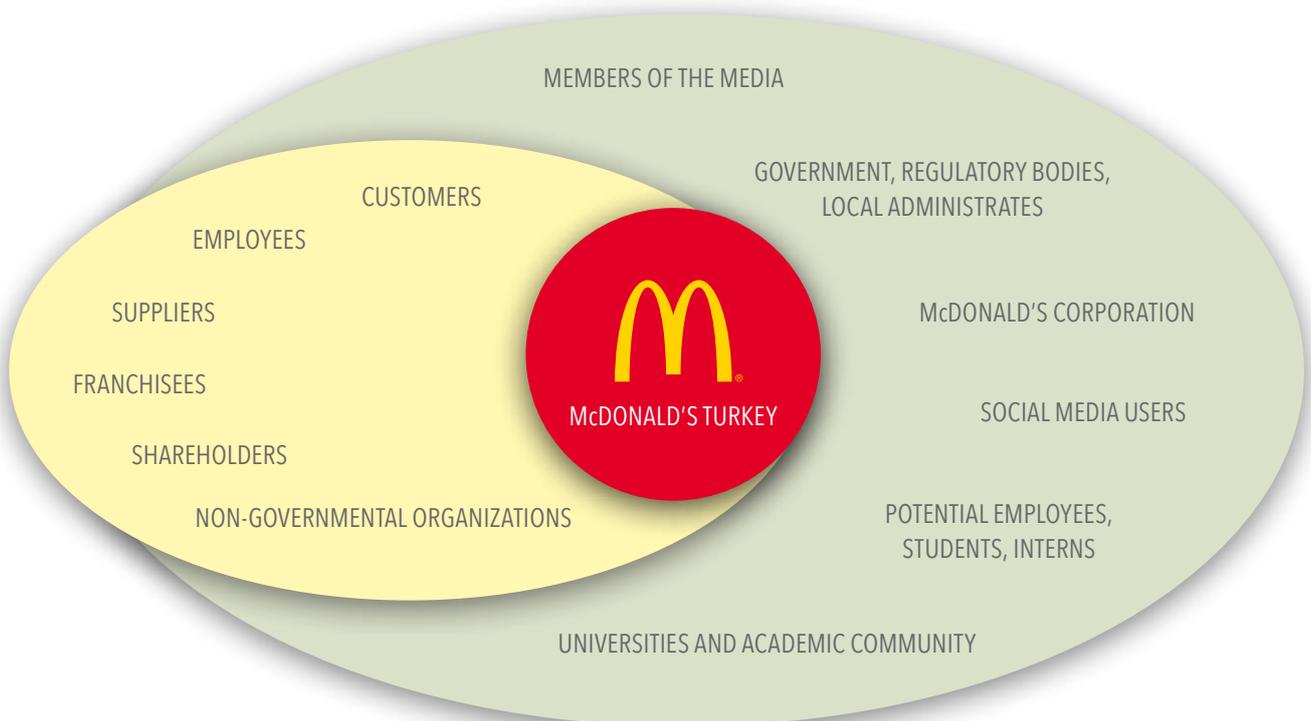
communication with our stakeholders...

According to 80% of our employees that participated in our sustainability survey...

"The regular communication platforms through which McDonald's Turkey can learn about the ideas, recommendations or expectations of its priority stakeholders are adequate."

We describe our stakeholders as the people, groups or institutions that may be affected by our operations and have an impact on our business with their decisions. As McDonald's, we inform our key stakeholders about our operations and get their opinions on various platforms.

At the sustainability strategy review workshop, organized with the participation of our senior management, we reviewed all of our stakeholders and prioritized them in line with our strategic issues. Via our sustainability awareness survey, we contacted our employees who are foremost among our key stakeholders, and asked their opinions about the sustainability impacts of our company. We included these under the relevant topics of the report.



Our Stakeholders and Communication Platforms

Stakeholders	Communication Platform	Purpose of Communication	Communication Frequency
Customers	Campaigns	Explain advantages including taste, quality, affordable prices	2-3 times per month
	Website, Facebook, in-restaurant promotional materials and brochures	Take and review customer requests and suggestions Describe the McDonald's experience and its difference Emphasize on quality	Continuously
Employees	Intranet	Ensure internal communication	Continuously
	Employee satisfaction survey	Take the action steps to ensure internal customer satisfaction	Annually at the restaurants; bi-annually at head office
	HR Summit	Share the targets with all employees	Bi-annually
	Sustainability survey	Raise awareness of sustainability	Annually
Suppliers	One to one meetings	Conduct quality, product valuation, development, market, and pricing work Conduct supplier performance reviews	Performance reviews annually; other efforts continuously
Franchisees	One to one discussions	Review the technical and operational issues and processes that will contribute in the improvement of the franchisees' business results	Continuously
	Franchisees' Meeting	Share with the franchisees the corporate annual business plans, conduct current situation assessments, ensure that the franchisees engage in an exchange of ideas both among themselves and with the head office units on a common platform	Bi-annually
Shareholders	Board of Shareholders Meeting	Conduct a general review of business results	Monthly
Non-governmental Organizations	Management meetings	Discuss industry-related topics and review regulations	Few times per year
Members of the Media	Press releases	Share any recent corporate and marketing developments with the public	Approx. 2-3 times per year
	Press meetings	Share any recent corporate and marketing developments with the public	Approx. quarterly
	One to one meetings	Share any recent corporate and marketing developments with the public	Approx. 2-3 times per year
Governments, Regulatory Bodies, Local Administrates	One to one meetings	Issue opinions and suggestions after communiqués are created and published Exchange views after audits	Approx. 3-4 times per year
McDonald's Corporation	Technical and commercial visits, meetings	Review products and suppliers Assess strategies	Few times per year
Social Media Users	Internet	Explain the steps taken by McDonald's in the field of innovation, Inform stakeholders about campaigns	Continuously
Potential Employees, Students, Interns	University visits	Create human resources for the company and employment for students	Approx. 2-3 times per year
Universities and Academic Environment	One to one discussions and receiving written information	Receive expert opinion support	Few times per year

sustainability impacts on our value chain





SERVING THE PRODUCTS
Food Safety
Employee Health and Safety
Waste Management

CONSUMPTION OF PRODUCTS
Balanced Nutrition

POST-CONSUMPTION
Waste Management

MANAGEMENT
Corporate Governance
Contribution to Economy
Employer of Choice
Giving Back to Society

our economic performance...

We supply 99% of the product and packaging materials we offer at McDonald's restaurants locally, from suppliers established in Turkey. McDonald's plays an important role in developing the local suppliers to create a competitive edge in production standards globally.



McDonald's system and contribution to economy...

McDonald's makes significant contributions to the economies of the countries in which it operates due to its large sales volumes and its business relations with numerous industries. McDonald's supplies products and services from various business partners operating in various fields ranging from food producers to architects, farmers to construction firms.

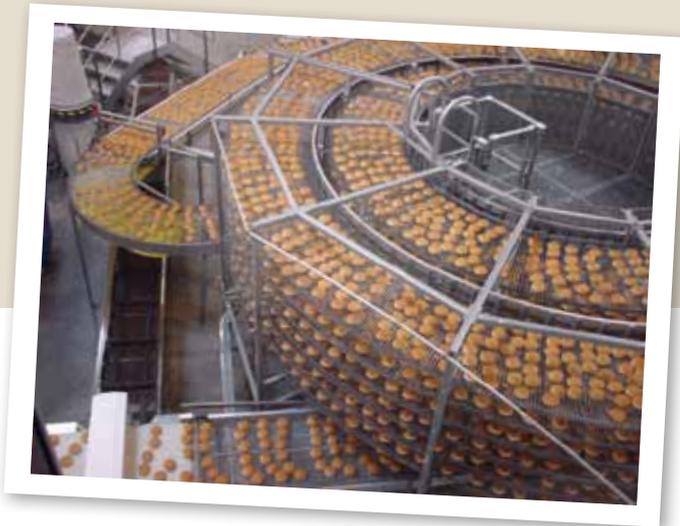
In 2013, we continued to procure 99% of the products and packaging materials served at

our restaurants from local suppliers in Turkey. Our annual business volume with our suppliers reached USD 108 million in 2013.

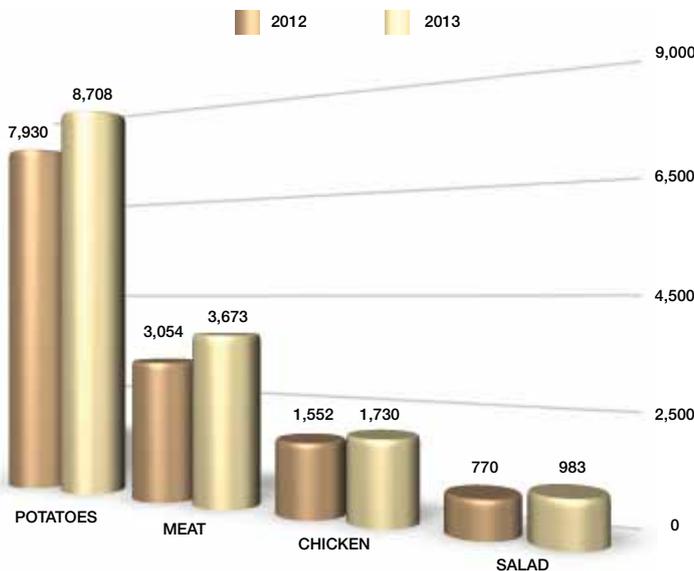
In 2013, the number of our restaurants increased by 12% to 231 and the number of our franchisees by 7% to 54. In 2013, we grew almost by 30% and we were recognized as the country that achieved the greatest increase in its restaurant sales among the 37 countries in the APMEA (Asia, Pacific, Middle East and Africa) region.

Firms that invested in Turkey thanks to McDonald's;

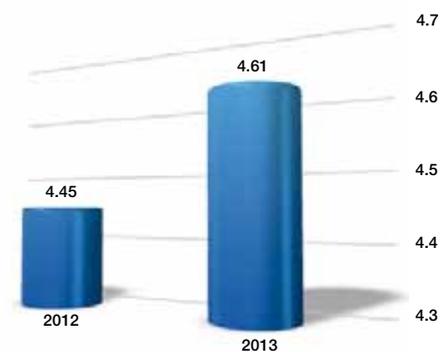
- McCormick - Sauce supplier
- East Balt - Bun producer
- HAVI - Logistics service



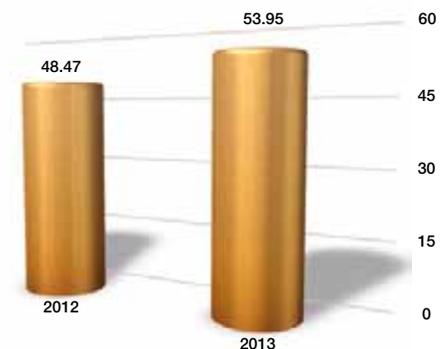
Use of Ingredients (Tons)



Milk and Dairy Products (million liters)



Buns (million units)



Best Franchisee of the Year at McDonald's from Turkey...

At The Golden Arches Award, which has selected the best McDonald's restaurant franchisees since 1976, franchisee Zekai Avci stood out among 30,000 McDonald's franchisees, and was given the Best Franchisee Award for his performance in 2012 - 2013.

The Golden Arches Award

is given in consideration of a set of criteria including the achievement of sustainable sales growth and profitability in the market of operation, high level customer satisfaction, acting in accordance with the understanding of giving back to the community, and sustaining trust in the market established by McDonald's.



"What distinguishes McDonald's from other franchisers is its genuine franchising system and the infrastructure it offers, which supports and develops the franchisees in every aspect starting from the beginning of technical training. I have received full support in every sense of the word from the first day I became a part of the McDonald's system. Accordingly, McDonald's Turkey has had a significant contribution in the Golden Arches Award I won."

Zekai Avci, McDonald's Franchisee (Alanya-Antalya)

supply chain management...

According to 73% of our employees that participated in our sustainability survey...

"McDonald's Turkey's efforts in informing and increasing awareness on human rights, employee health, job safety and security among its suppliers are sufficient."

At McDonald's Turkey, which expands the vision and raises the standards of its industry as a leading brand, we work with suppliers that have the potential to meet the global conditions set out by McDonald's in terms of production technology, food safety, and management approach.

In every country in which it operates, McDonald's chooses its suppliers among the best firms of the respective country. Some of the criteria we set out for our suppliers include: having a corporate structure, adherence to values and principles, an awareness of social responsibility, having in place HACCP (Hazard Analysis and Critical Control Points) product reliability systems, compliance with financial expectations, and scoring above 85% in the quality results in independent audits.

We invariably implement the Supplier Code of Conduct, which applies to all McDonald's restaurants worldwide, also in Turkey, collaborating with all our suppliers in compliance with the same standards regardless of whether they provide services directly or indirectly. At McDonald's we conduct supplier quality inspections in each product category for our approved suppliers as well as audits that control their practices across various topics such as working conditions, environment and employee welfare.



Main Suppliers of McDonald's Turkey (Food)

Product	Organization	Production Center	Cooperation (Years)
Beef	Pınar Et	İzmir	27
Chicken	Pınar Et	İzmir	26
Chicken	Banvit	Bandırma	1
Sparkling drinks	Coca-Cola	İstanbul	27
Potatoes	Konya Şeker	Konya	3
Buns	East Balt	Kocaeli	16
Ketchup	Tat	Bursa	27
Pickles and salad	Fersan	İzmir	22
Dairy products	Danone - Tikveşli	Lüleburgaz	27
Canola oil	Marsan	Adana	27



Main Suppliers of McDonald's Turkey (Non-food)

Product	Organization	Production Center	Cooperation (Years)
Paper cups	Ekol Ofset	İstanbul	27
Plastic packaging materials	Sem Plastik	İstanbul	26
Logistics services	HAVI Lojistik	İstanbul	27
Packaging materials	Sealed Air-Diversey	İstanbul	25



RONALD
MCDONALD
HOUSE

EVERYTIME WE WALK
THROUGH THE FRONT DOOR
IT FEELS LIKE COMING HOME

20,000 FAMILIES HELPED
EACH YEAR

SERIOUSLY IL
THEIR FAMILIES

There is always someone that we can talk to who is going through that. There is always someone that we can talk to who is going through that. There is always someone that we can talk to who is going through that.

our social performance...

The most important aspects of our social performance are to ensure the well-being, health and safety of our employees and support their development, ensure customer satisfaction, and engage in efforts to contribute in the community via the McDonald's Children Charity.



employee health and safety...

According to 82% of our employees that participated in our sustainability survey...

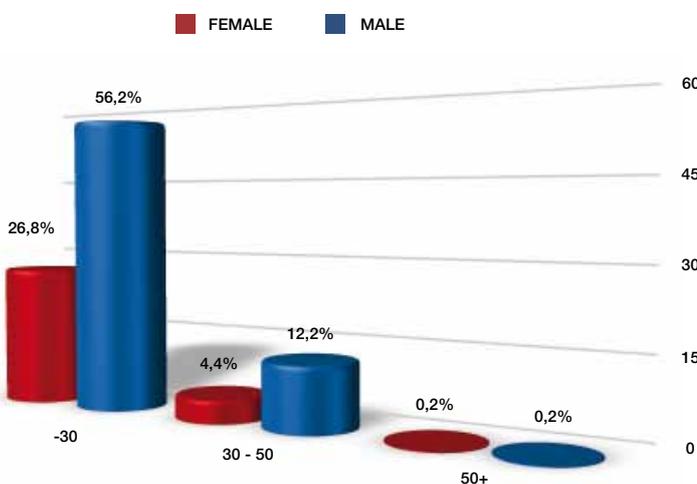
"The importance placed in ensuring employee safety and health conditions and the preventive actions taken by McDonald's Turkey are adequate."

In order to ensure the health and safety of our employees, we conduct risk analyses at all our restaurants and offices. We identify the risks associated with each restaurant's location, architectural conditions and its layout, take separate precautions for each, and prepare and implement action plans accordingly.

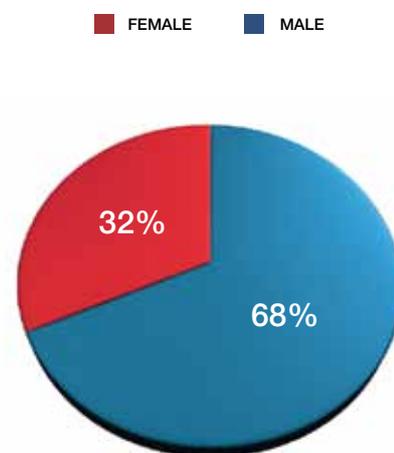
In line with standard McDonald's practices, technical job trainings are delivered in detail and

systematically by our in-company trainers. Two of the four basic trainings delivered to everyone from induction regardless of their position and department, include Restaurant Safety and Security and Cleaning, Sanitation and Safe Food trainings. We measure the results of these trainings with Safety and Security Station Investigation Control Report after the trainings. Annually, approximately 5,000 employees receive 25,000 hours of training on these topics.

Age Distribution of Our Employees 2013



Our Employees



Don't wait for the
perfect moment.
Take the moment
& make it perfect.
every
with the



Some
wonder
about to happen
FREE TO BE ME

employer of choice...

According to 77% of our employees that participated in our sustainability survey...

"Trainings and programs that support the personal development provided by McDonald's Turkey to its employees are adequate."

Human resources is the most valuable asset for McDonald's. Employee satisfaction is key to our ability to have fully satisfied customers. Our Human Resources Department regularly holds internal customer satisfaction surveys within the framework of the principle of confidentiality and devises action plans according to the results.

To this end, Hewitt conducts a satisfaction survey bi-annually among head office staff and restaurant managers while IRI Consulting conducts another survey among the restaurant staff on an annual basis.

2013 (IRI)
Restaurant Staff
Satisfaction Score:

88.6%

2013 (IRI)
Restaurant Management Team
Satisfaction Score:

89.8%

Advantages of Working at McDonald's

Ability to Socialize While Working

Our employees find the opportunity to be part of a fun, dynamic, and friendly working environment as part of a larger team with flexible working hours.

Suitable Employment Opportunities for All Age Groups

The McDonald's system offers employment opportunities for men and women of all ages. Currently, employees between the ages 16 and 57 work at our head office as well as many units of our restaurants.

Equality of Opportunity

Our female and male employees recruited at the same management level are offered identical opportunities. As a part of the mentally disabled program launched in 2006, we employ persons with minor mental disabilities at the McDonald's restaurants.

Contribution to Private Pension Plans

We make an additional contribution equivalent to 2% of each employee's salary in his or her pension plan. In 2013, we allocated a budget of TRL 217,000 for the pension plans of 96 of our employees.



Career Opportunities

Working at McDonald's means having a safe work environment and career opportunities for the future. Those currently working in executive positions in various departments at McDonald's Turkey office also include those who started professional life at McDonald's restaurants as team members. Throughout their careers, personal performances of McDonald's employees are reviewed for promotions, rewards and other privileges.

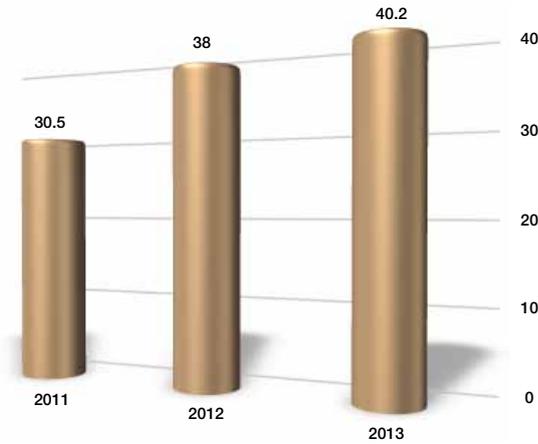
Personal and Professional Development Opportunities

Training is a foremost consideration in the McDonald's system. Each McDonald's employee attends various training programs both before starting work and during his or her career. Team members start their professional life at McDonald's with restaurant orientation. This is followed by the so-called star system – a training system where any improvement in knowledge and performance is rewarded with career advancements.

Our Investments in Training

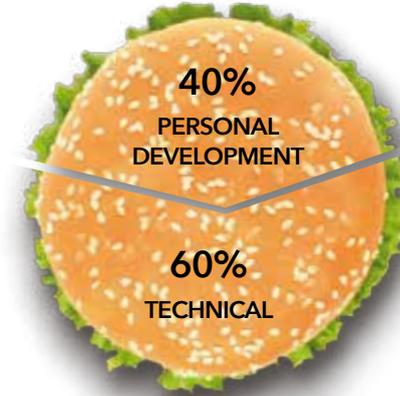
Our company acts to take training the first step to ensure internal customer satisfaction and service quality. We know that conscientious employees, contented guests, increased sales and safe restaurant operations will be the result of investment in the training of our employees. Accordingly, we continuously improve the technical and personal development trainings we offer to our employees and executives of all levels.

Average Hours of Training
(All restaurant staff)



The average hours of training provided to our employees increased during the reporting period. The average time allocated in the restaurant for the professional trainings of a restaurant manager is approximately 158 hours.

Breakdown of our Trainings
(All restaurant staff)



McDonald's Turkey Training Team and HR Leadership Awards

McDonald's Turkey's Training Team won the Training Team Award in the assessment made among the 37 markets in the APMEA (Asia, Pacific, Middle East, and Africa) region. In 2013, McDonald's Turkey was also given the HR Leadership Award.

"We do our utmost for the development of all our employees. Each McDonald's employee goes through several professional trainings in various stages of his/her career. With our training programs, we boost the personal and corporate productivity levels of our employees and aim to improve their vision. These awards we won attest the success of the McDonald's Turkey organization in this vast region as well as the recognition it received."

Dr. K. Mehmet Büyükçolak,
Director, McDonald's Human Resources

McDonald's Leadership Academy

Our Human Resources Department gathered its efforts in the field of training under the McDonald's Leadership Academy. Based on the McDonald's Leadership Academy curriculum, a restaurant manager receives a total of 615 hours of training including in-company trainings and Sabanci University's Versatile Leadership Program until he/she reaches this position.

Through the in-company trainings, our managers receive trainings on several topics including Coaching and Consultancy, Communication, Conflict Management, Shift Management and 12 Systems, Safe Food, 7 Habits of Effective Leaders, Prestigious Workplace, Understanding Your Work, Guest Satisfaction and Recovery, Staffing and Retention, People Appreciation, Business Plan, Creation-SWOT Analysis, Action Plan Creation, Communication with Superiors in order to support their competences.

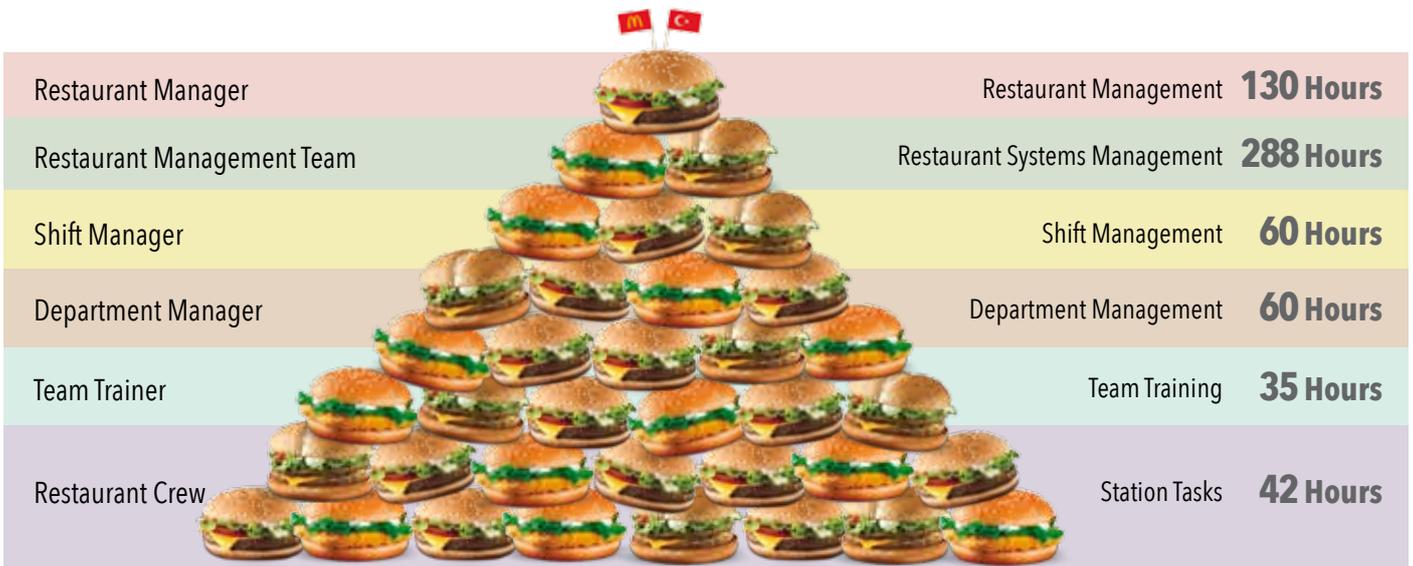


Sabancı University Versatile Leadership Program

In order to further equip our managers who successfully complete their in-company training and get appointed as restaurant managers., we provide them with trainings including Motivation of Self and Others, Value Oriented Marketing, New Generation Customers, Marketing the Future, Strategic Team Work and Value Oriented Supply Chain within the scope of the Versatile Leadership Program. The main aim of the program is to enrich their perspectives and managerial approach. Trainings last four months and include four different modules. We aim to train all of our restaurant managers through the McDonald's Versatile Leadership Program, which will continue beyond 2013 and graduate its third group of students in the first half of 2014.



615 Hours of Theoretical and Practical Training





BÜYÜK DÜŞÜN

GELECEĞİ YAZ

(Think Big - Write the Future)

In 2013, we conducted a values study together with Prof. Ferruh Uztuğ of the Faculty of Communication Sciences of the Anadolu University and his team. Through the field study we carried out, we conducted search conferences with more than 200 McDonald's employees working in different positions and regions. Our restaurant staff, head office staff, franchisees, and employees working in the franchisee restaurants participated in these meetings. The findings were evaluated and calibrated at the search conferences and assessment meetings held together with McDonald's Turkey senior management.

Our bi-annual HR Summit that has been held since the establishment of McDonald's Turkey to share our goals and strategies was convened in 2013 in Antalya and the obtained results were shared at this meeting.

410 people including Anadolu Group Chairman Tuncay Özilhan and Retail Group President Serdar Bölükbaşı as well as our Restaurant Management Team and head office staff attended the meeting, which was planned under the title 'Think Big; Create the Future' with the theme of 'Entrepreneurship'.

In addition to instilling team spirit in our employees and boosting their motivation, the most important topic shared at the meeting was the values we would focus on towards achieving our targets as McDonald's Turkey. These targets, which also overlap with the global McDonald's values were categorized under the headings; We place our people at the core, We are one, We are the humble leader of our category, We are competitive, We are open and transparent.



food safety...

According to 97% of our employees that participated in our sustainability survey...

"McDonald's Turkey's systems in place to provide reliable food are adequate."

At McDonald's, we carefully prepare our products from the freshest, premium ingredients. In order to keep the food safety under control at our restaurants, we systematically check all the products in several control stages. We guarantee our quality through these controls starting from the time when the product is supplied as raw material until it is served in the restaurant. For each of nearly 450 products consumed at McDonald's restaurants, we conduct meticulous controls in all stages of the production process to ensure food safety, cleanliness and hygiene standards.

The source, origin, history, and the conditions and method of preparation of all products served at our restaurants are being registered and all products from meat to sauce may be traced step by step at any moment from the early stage of production until served on the tray. Within this framework, we ensure product safety with HACCP (Hazard Analysis and Critical Control Points) at the producer firms and McHACCP practice exclusive to McDonald's restaurants.

In addition to our collaboration based on a long history and mutual trust with our producers, we also examine all products at their various stages through both planned and unannounced visits made by McDonald's Quality Assurance Department. In addition to our controls, we provide further guarantees for food safety through the inspections conducted by international, independent food control firms.

Halal Food

We use the fully controlled and approved farms of Pınar Et to procure our beef and of Banvit to procure our poultry products, all of which are slaughtered in accordance with Islamic methods.



McDonald's Turkey Receives Food Safety Award

McDonald's Turkey received the highest grade in the MEA (Middle East and Africa) region in the supplier infrastructure quality controls and given the Food Safety Award. The regional Food Safety Award is given to the team that works solely with approved McDonald's suppliers, follows up the controls of its suppliers, and ensures the safe delivery of the most appropriate products for McDonald's customers.

"A healthy diet must be based on food safety. As you know, the McDonald's criteria on food safety and quality, which have been developed and perfected over decades, reflect the most advanced approach of the industry to health and hygiene. McDonald's is not only a fast service brand that provides solely qualified and delicious products, but also represents a culture of quality and safety. This culture, which also sets a model for other sectors, is a reflection of the general way of doing business here at McDonald's."

Galip Albayrak

Director, McDonald's Supply Chain Management

balanced nutrition...

According to 70% of our employees that participated in our sustainability survey...

"McDonald's Turkey's corporate image in the society is a restaurant that offers options for balanced nutrition for people of all ages."



In Turkey as well as in the other McDonald's restaurants, we expand our menu selections, offering our guests new, high quality alternatives with superior food safety that meet their personal nutrition needs. We regularly improve our products in terms of quality, flavor, and value.



The steps we have taken in terms of balanced nutrition:

- 1** We reduced the amount of salt used in our products in Turkey by 20% as well.
- 2** We shared on our website the seven different balanced menus we created using McDonald's products for each day of the week.
- 3** As a part of balanced nutrition, we launched our Light&Active program in Turkey. Every year, we either introduce new additions to the low-calorie product portfolio in this group or replace some products with new ones.
- 4** We diversify our breakfast menus with new varieties; we offer delicious and nutritious breakfast products prepared using egg, which has a prominent place in nutrition as one of the richest protein sources.
- 5** We announce the nutrition values of all our products on our website, tray mats and the nutrition brochures at our restaurants.



Nutritional Values Table



Nutritionally Balanced Menus



Nutrition Equivalence Chart



Calorimeter

giving back to society...

According to 74% of our employees that participated in our sustainability survey...

"Investments and efforts of the McDonald's Children Charity across Turkey are adequate in terms of meeting our company's social responsibility."



At McDonald's, success means more than achieving commercial goals such as profitability and growth, but also giving back to the society in which we operate. McDonald's is a responsible member of the society and each McDonald's restaurant is a good neighbor in the area in which it is located; such as taking part in the projects that benefit the society. We provide support across several fields from health to sport on both local and international levels.

McDonald's Children Charity

McDonald's is the major supporter of McDonald's Children Charity, which operates in Turkey as a local chapter of RMHC's (Ronald McDonald's House Charities) global organization. In line with the charity's mission, we provide support for the projects in hospitals across Turkey's several provinces to help sick children and their families to have a more comfortable experience throughout their inpatient care.

Since the foundation of McDonald's Children Charity in 1999, we have completed 43 projects in the childcare units of 29 hospitals in 22 cities, from İzmir to Van and Adana to Trabzon. To date, we have reached out to more than 200,000 children and transferred in excess of USD 1.5 million in cash or in kind through the Charity, which has implemented projects across Turkey for children's welfare and happiness.

Through the Eye Health and Success in Education Project, we have conducted the eye screening of tens of thousands of elementary school students in Şanlıurfa, Diyarbakır, Mardin, Gaziantep, and in 2013, Adıyaman. Going forward, we intend to reach approximately 20,000 students in every academic year as part of the project.

The 43rd project of the Charity was completed in 2013 with the furnishing of the Pediatric Hematology and Oncology Service at Bolu İzzet Baysal University's Health Research and Application Center; we furnished all patient rooms in the eight-room service in line with the hospital's needs. We furnished the children's playground, laundry room and kitchen for the mothers accompanying their children as well as the on-call doctor and nurse rooms.



Projects Completed by the End of 2013

- 4 Family Rooms
- 3 Inhospital Primary Education Classrooms
- 6 Hospital Playgrounds
- 25 Furnishing of Children's Services
- 5 Eye Screening Project





McDonald's Children Charity Receives "Hearts & Hands" and "Kim Hill" Awards from RMHC

With its project to build and furnish the Developmental Pediatric Service of Şişli Etfal Hospital, McDonald's Children Charity received the grand prize given by RHMC at its international conference organized in Chicago.

At the award ceremony for the Hearts & Hands, which is given bi-annually by RMHC under four different categories, the McDonald's Children Charity was also given the most prestigious award of RHMC, the 'Kim Hill' award, the winner of which is selected by its 1,200 representatives from 44 countries all over the world. These RHMC awards are given to programs that respond to children's critical needs most effectively.

The Şişli Etfal Hospital Developmental Pediatric Service, which was built and furnished by McDonald's Children Charity help children, most of whom were diagnosed with prenatal developmental problems, receive early intervention for their recovery. Only in 2013, 1,500 children benefitted from the program.



"RMHC Hearts & Hands and Kim Hill Awards offer us an amazing opportunity to learn about and encourage the best practices within the RMHC system. Local organizations offer yet another fine example of the programs that help bring healthcare services to which have children with health problems.

J.C. Gonzalez-Mendez
RMHC President

Ronald McDonald House Charities (RMHC)

A non-profit organization established in 1975 in Philadelphia, RMHC creates, develops, and supports projects that offer direct benefits for children's welfare and happiness. Thanks to its global network of its local extensions in 58

countries and territories, RMHC supports children's access to quality healthcare services worldwide with millions of dollars in donations in three main programs including the Ronald McDonald House®, Ronald McDonald Family Room®, and Ronald McDonald Care Mobile®.



Inside , outside :
let's do it right!



Please help us keep this
restaurant and surroundings
clean and pleasant by using
the trash containers provided.

our environmental performance...

We manage our environmental impact by using energy and water efficiently and properly disposing of our waste. To reduce our impact, we constantly monitor our operational activities and identify areas that require improvement.



energy efficiency...

According to 62% of our employees that participated in our sustainability survey...

“Energy efficiency is the most important environmental impact that needs to be managed by McDonald’s Turkey.”

Electricity is the foremost energy source used by McDonald’s in its operations in Turkey. We use electricity in interior and exterior lighting of our restaurants as well as for kitchen equipment, treatment systems, air conditioners, freezers and deep freezers. In the event of a blackout, we use generators that run on diesel.

We have replaced all our kitchen equipment including grills, fryers, and freezers with highly energy efficient models. We also switched from traditional to LED lighting in all our newly opened restaurants, which cut down our electricity consumption used in lighting by 45%.

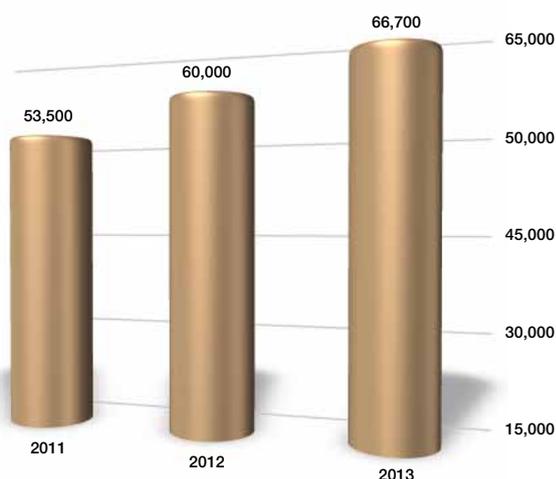


We also started to use a new type of climatization equipment with lower energy consumption and emission rates at our new restaurants. The new equipment’s energy saving is approximately 25% more than the older ones. Furthermore, we also apply heat insulation at our new restaurant building constructions.

We organize trainings in order to raise awareness among our employees and conduct a semi-annual energy survey. 97 of our company restaurants purchase their electricity from EnerjiSA, which generates more than 50% of its electricity from renewable sources.

In the reporting period, despite the 12% increase in the number of our restaurants we boosted our energy consumption only by 11% thanks to our saving measures.

Electricity Consumption (MWh)



water management...

According to 63% of our employees that participated in our sustainability survey...

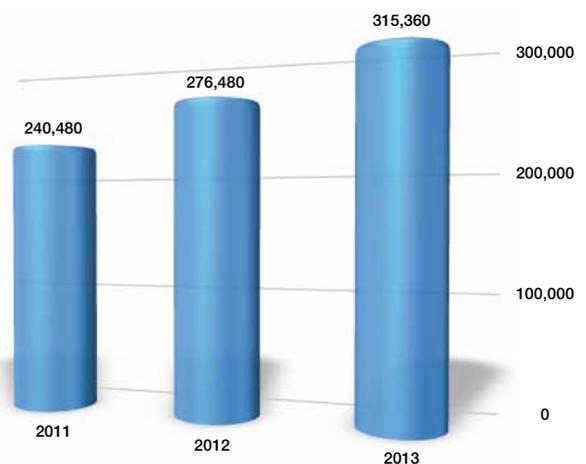
"Efforts by McDonald's Turkey to make economical use of resources such as electricity, water, natural gas, and fossil fuels is sufficient."

The most intensively used natural resource in our restaurants is water. In addition to its use for general purposes, we also use it to prepare sparkling drinks, ice, coffee and cocoa. We use the reverse osmosis filtering system to clean the tap water from any pollutants harmful to human health, such as heavy metals that might be coming from the water mains. We make sure that our water purification system is periodically checked on a monthly basis and chemical analyses are conducted on the collected water samples

In 2013, too, we continued to use infrared fittings in the personnel basins of our newly opened restaurants while using devices that would reduce the amount of running water. During reporting period, our water consumption increased by 14% in parallel with the 12% increase in the number of our restaurants. In the coming periods, we will continue to take the measures that would keep the rate of increase in our water consumption below that in the number of our restaurants.



Water Consumption (m³)



waste management...

According to 66% of our employees that participated in our sustainability survey...

“Efforts by McDonald’s Turkey to reduce environmental pollution and manage solid waste are sufficient.”

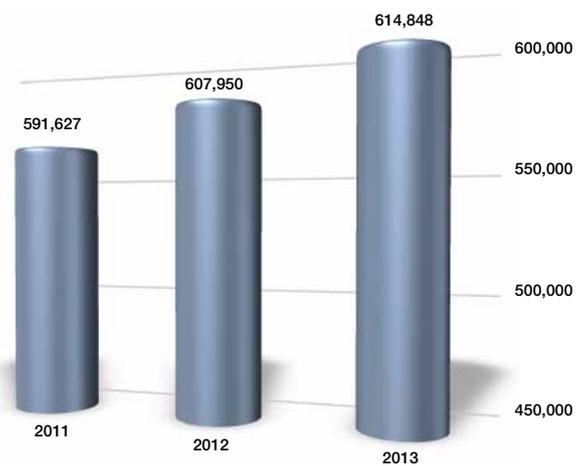
Our restaurants mainly produce oil and packaging waste. Our packaging waste is collected by ÇEVKO while two different licensed firms collect our frying oil waste.

The frying oil we consume at our restaurants is used within the limits set for all quality criteria as set out in the Turkish Food Codex. These oils are disused before the criteria limits are exceeded and delivered to the licensed oil waste collection firms. The licensed organization we work with collects on our behalf 42% of our packaging waste and certifies that it is recycled in approved recycling facilities.

At all of our restaurants, we put the water used for cleaning purposes in the sink through oil retainers, which helps us retain the oil and dirt in our water waste, thereby contributing in the protection of the environment.



Non-hazardous Wastes (Tons)





m x l n f u
h a d c u r
o v w i p v
k s a u c s
r u e d k d
h n o i e o

appendix...

social performance indicators...

Workforce					
By Employment Type	Unit	2011	2012	2013	GRI
White Collar - Female	Persons	435	524	547	LA1
White Collar - Male	Persons	1,195	1,460	1,649	
Blue Collar - Female	Persons	880	939	905	
Blue Collar - Male	Persons	1,595	1,617	1,516	
Total	Persons	4,105	4,540	4,617	
By Contract Type	Unit	2011	2012	2013	GRI
Full-time Employee - Female	Persons	917	1,081	1,092	LA1
Full-time Employee - Male	Persons	2,162	2,402	2,422	
Part-time Employee - Female	Persons	398	382	360	
Part-time Employee - Male	Persons	628	675	743	
By Location	Unit	2011	2012	2013	GRI
Head Office Staff - Female	Persons	43	54	57	LA1
Head Office Staff - Male	Persons	63	77	82	
Restaurant Staff - Female	Persons	1,272	1,409	1,395	
Restaurant Staff - Male	Persons	2,727	3,000	3,083	
By Gender	Unit	2011	2012	2013	GRI
Male	Persons	2,790	3,077	3,165	LA13
	Ratio	68%	68%	68%	
Female	Persons	1,315	1,463	1,452	
	Ratio	32%	32%	32%	
By Age	Unit	2011	2012	2013	GRI
Age 30 and Below	Female	1,183	1,295	1,240	LA13
		28.8%	28.5%	26.8%	
	Male	2,432	2,668	2,594	
		59.3%	58.8%	56.2%	
Ages 30 to 50	Female	129	166	202	
		3.1%	3.6%	4.4%	
	Male	348	398	561	
		8.5%	8.8%	12.2%	
Age 50 and Above	Female	3	2	10	
		0.1%	0.1%	0.2%	
	Male	10	11	10	

Workforce					
Other Groups	Unit	2011	2012	2013	GRI
Foreign	Persons	0	0	0	LA13
Disabled	Female	19	18	14	
		17%	16%	13.4%	
	Male	91	92	90	
		83%	84%	86.6%	
By Management Category	Unit	2011	2012	2013	GRI
Senior Management	Female	10	10	10	LA13
		0%	0%	0.2%	
	Male	16	18	21	
		0%	0%	0.5%	
Middle Management	Female	4	7	11	
		0%	0%	0.2%	
	Male	23	31	34	
		1%	1%	0.8%	
Specialists/ Administrative Personnel	Female	421	507	524	
		10%	11%	11.4%	
	Male	1,195	1,411	1,592	
		29%	31%	34.4%	
Other Personnel	Female	880	939	907	
		21%	21%	19.6%	
	Male	1,595	1,617	1,518	
		39%	36%	32.9%	

Board Structure					
	Unit	2011	2012	2013	GRI
Female Members	Ratio	0%	0%	0%	LA13
Age 30 and Below	Ratio	0%	0%	0%	
Ages 30 to 50	Ratio	15%	15%	15%	
Age 50 and Above	Ratio	85%	85%	85%	

Investments for the Training Programmes					
Full-time Employees	Unit	2011	2012	2013	GRI
Total training hours	Hours	21,648	34,560	29,901	LA10
Total number of trainees	Persons	711	911	744	LA10
White Collar - Female	Average hours x person	244	722	925	LA10
White Collar - Male	Average hours x person	1,683	3,800	3,859	LA10
Blue Collar - Female	Average hours x person	5,845	9,011	7,797	LA10
Blue Collar - Male	Average hours x person	13,635	21,027	18,193	LA10
By Type of Training					
Technical trainings	Hours	8,660	13,824	11,960	LA10
Personal development trainings	Hours	12,988	20,736	17,941	LA10

Employee Health and Safety					
Accidents	Unit	2011	2012	2013	GRI
All injuries except minor first-aid level injuries	Number/Year	n.a.	n.a.	n.a.	LA7
Reportable Accidents*	Number/Year	77	81	97	
Accident Frequency**	Ratio	8,4	7,9	9,7	
Absent Days	Unit	2011	2012	2013	GRI
Illness-related absent days	%	n.a.	n.a.	7.106	LA7
Frequency of occupational diseases	Number/Year	0	0	0	

* Reportable Accidents: Work-related accident that leads to more than 3 days of absence from work

**Accident Frequency: Number of accidents per one million work hours

A.F. = Total number of accidents / (Total number of employees x 300 days x 7.5 hours) - (Total number of absent days x 7.5 hours) x 1.000.000

n.a. = not available

environmental performance indicators...

Indirect Energy Consumption By Primary Energy Source	Head Office and All Restaurants				
Secondary energy purchased and consumer from non-renewable energy sources	Unit	2011	2012	2013	GRI
Electricity	kWh	53,500,000	60,000,000	66,700,000	EN4
Electricity	GJ	192,600	216,000	240,100	EN4

Total Water Drawn By Source	Head Office and All Restaurants				
Source: Municipality	Unit	2011	2012	2013	GRI
Water	m ³ /year	240,480	276,480	315,360	EN8
Total amount of treated water	m ³ /year	240,480	276,480	315,360	EN8

Weight of Total Waste by Type and by Disposal Method	Head Office and All Restaurants				
By Type	Unit	2011	2012	2013	GRI
Hazardous Waste	Tons	0	0	0	EN22
Non-Hazardous Waste (frying oil, plastics, paper/ cardboard, aluminum)	Tons	591,627	607,950	614,848	EN22
By Disposal Method					
Recycling (plastics, paper/ cardboard, aluminum)	Tons	83,491	95,611	121,628	EN22
Recovery (frying oil)	Tons	241,700	265,420	325,258	EN22
Total Waster Disposed	Tons	325,191	361,031	446,886	EN22

MEMBERSHIPS

Associations and Foundations	McDonald's Representative	Title
AMPD Trade Council of Shopping Centers and Retailers	Dilek Dölek	Member
GGD Turkish Food Safety Association	Galip Albayrak	Board Member
TÜKÇEV Consumer and Environment Training Foundation	Galip Albayrak	Member
ÇEVKO Environmental Protection and Packaging Waste Recovery and Recycling Trust	Galip Albayrak	Member
KİD Corporate Communicators Association	Nedret Aydemir	Member

GRI APPLICATION LEVEL SERVICE ICON



GRI CONTENT INDEX / Profile Disclosures

GRI	Strategy and Analysis	References & Comments	Reported
1.1.	Statement from the most senior decision-maker of the organization	Pages 6-7	Fully
GRI	Organizational Profile	References & Comments	Reported
2.1.	Name of the organization	Anadolu Restoran İşletmeleri Ltd. Şti.	Fully
2.2.	Brands, products, and/or services	Pages 10-15	Fully
2.3.	Operational structure	Pages 10-15	Fully
2.4.	Location of headquarters	Büyükdere Cad. Özsezen İş Merkezi, No: 122/9 Zincirlikuyu 34394 İstanbul	Fully
2.5.	Countries of operation	Pages 10-15	Fully
2.6.	Nature of ownership and legal form	Private Ownership, Limited Company	Fully
2.7.	Markets served	Pages 10-15	Fully
2.8.	Scale of the organization	Pages 10-15. Turnover information is confidential.	Partially
2.9.	Significant changes	Pages 10-15 A total of 32 new restaurants were opened. 22 of these are company-operated with the remaining 10 franchisee-operated. In 2013, 10 existing restaurants were transferred to franchisees. In total, 6 company restaurants were closed down.	Fully
2.10.	Awards	Pages 18, 31, 40, 45	Fully
GRI	Report Parameters	References & Comments	Reported
3.1.	Reporting period	Page 5	Fully
3.2.	Date of most recent previous report	2012	Fully
3.3.	Reporting cycle	Annual	Fully
3.4.	Contact information	Page 66	Fully
3.5.	Process for defining report content	Page 23. We expect all our prior stakeholders to read and use this report.	Fully
3.6.	Boundary of the report	Page 5	Fully
3.7.	Scope and boundary of report	Page 5	Fully
3.8.	Basis for reporting joint ventures and other entities	Page 5	Fully
3.10.	Re-statements	Management approach on strategic issues is explained briefly.	Fully
3.11.	Changes from previous reporting periods in the scope, boundary, measurement methods etc. of the report	No changes	Fully
3.12.	GRI content index	Pages 64-65	Fully
3.13.	Assurance (Audit)	Not assured	Fully
GRI	Governance & Commitments	References & Comments	Reported
4.1.	Governance structure	Board of Shareholders: Anadolu Restoran İşletmeleri Ltd. Co. shareholders Çelik Motor Ticaret A.Ş and Anadolu Endüstri Holding A.Ş. Company represented by appointed managers.	Fully
4.2.	Board Chairman	Does not exist.	Not
4.3.	Unitary board	Does not exist.	Not
4.4.	Mechanisms for recommendations	Board of shareholders meetings, periodical meetings and all communication means such as one-to-one, e-mail and telephone for employees.	Fully
4.8.	Missions and values	Page 19	Fully
4.13.	Memberships in associations	Page 63	Fully
4.14.	Stakeholder groups	Pages 24-25	Fully
4.15.	Basis for selection	Pages 23-25	Fully
4.16.	Approaches for stakeholder engagements	Pages 24-25	Fully
4.17.	Key topics raised through stakeholder engagement	Pages 23-25	Fully

GRI PERFORMANCE INDICATORS

GRI	Economic Performance	References & Comments	Reported
Market Presence			
EC5 (Add)	Standard entry level wages	Standard entry-level wage is either the same (1/1) with minimum wage or higher.	Fully
EC6 (Core)	Policy, practices and proportion of spending on local suppliers	Page 30	Fully
Indirect Economic Impacts			
EC8 (Core)	Impact of infrastructure investments and services for public benefit	Page 13	Fully
GRI			
Environmental Performance			
References & Comments			
Reported			
Energy			
EN4 (Core)	Indirect energy consumption by primary source	Page 63	Fully
Water			
EN8 (Core)	Total water drawn by source	Page 63	Fully
EN22 (Core)	Total weight of waste	Page 63	Fully
Products and Services			
EN27 (Core)	Percentage of products sold and their packaging materials that are reclaimed by category	Page 13	Fully
Compliance			
EN28 (Core)	Environmental fines	No sanctions for non-compliance	Fully
GRI			
Social Performance (Employees)			
References & Comments			
Reported			
Employment			
LA1 (Core)	Total workforce by employment type, employment contract, and region	Page 60. All employees are permanent. Our company only operates in one region, Turkey.	Fully
LA15 (Core)	Ratio of returns from maternity leave	In 2013, no employee took maternity leave.	Fully
Occupational Health and Safety			
LA7 (Core)	Injuries, occupational diseases, working days lost, absentee rate and work-related fatalities	Page 62	Fully
Training and Education			
LA10 (Core)	Average hours of training per year per employee by employee category	Page 62	Fully
Diversity and Equal Opportunity			
LA13 (Core)	Diversity in senior management and employee structure	Pages 60-61	Fully
Equal Remuneration for Women and Men			
LA14 (Core)	Ratio of basic salary of male and female employees	One to one in all categories.	Fully
GRI			
Social Performance (Human Rights)			
References & Comments			
Reported			
Non-discrimination			
HR4 (Core)	Incidents of discrimination and actions taken	No incidents occurred	Fully
Child Labor			
HR6 (Core)	Operations with significant risk for incidents of child labor and measures taken	No identified risks	Fully
Forced and Compulsory Labor			
HR7 (Core)	Operations with significant risk for incidents of forced and compulsory labor	No identified risks	Fully
GRI			
Social Performance (Society)			
References & Comments			
Reported			
Yolsuzluk			
SO3 (Core)	Employees training regarding anti-corruption	100%, Code of Conduct	Fully
Uyum			
SO8 (Core)	Monetary value of fines for non-compliance with laws	No sanctions for non-compliance	Fully
GRI			
Social Performance (Product/Service Responsibility)			
References & Comments			
Reported			
Customer Health and Safety			
PR1 (Core)	Life cycle stages in which health and safety impacts of products and services are assessed	Page 44-45	Fully
Marketing Communications			
PR6 (Core)	Programs for compliance with laws, standards related to marketing communications	Page 22, Furthermore, McDonald's Social Media Guidelines is available.	Fully

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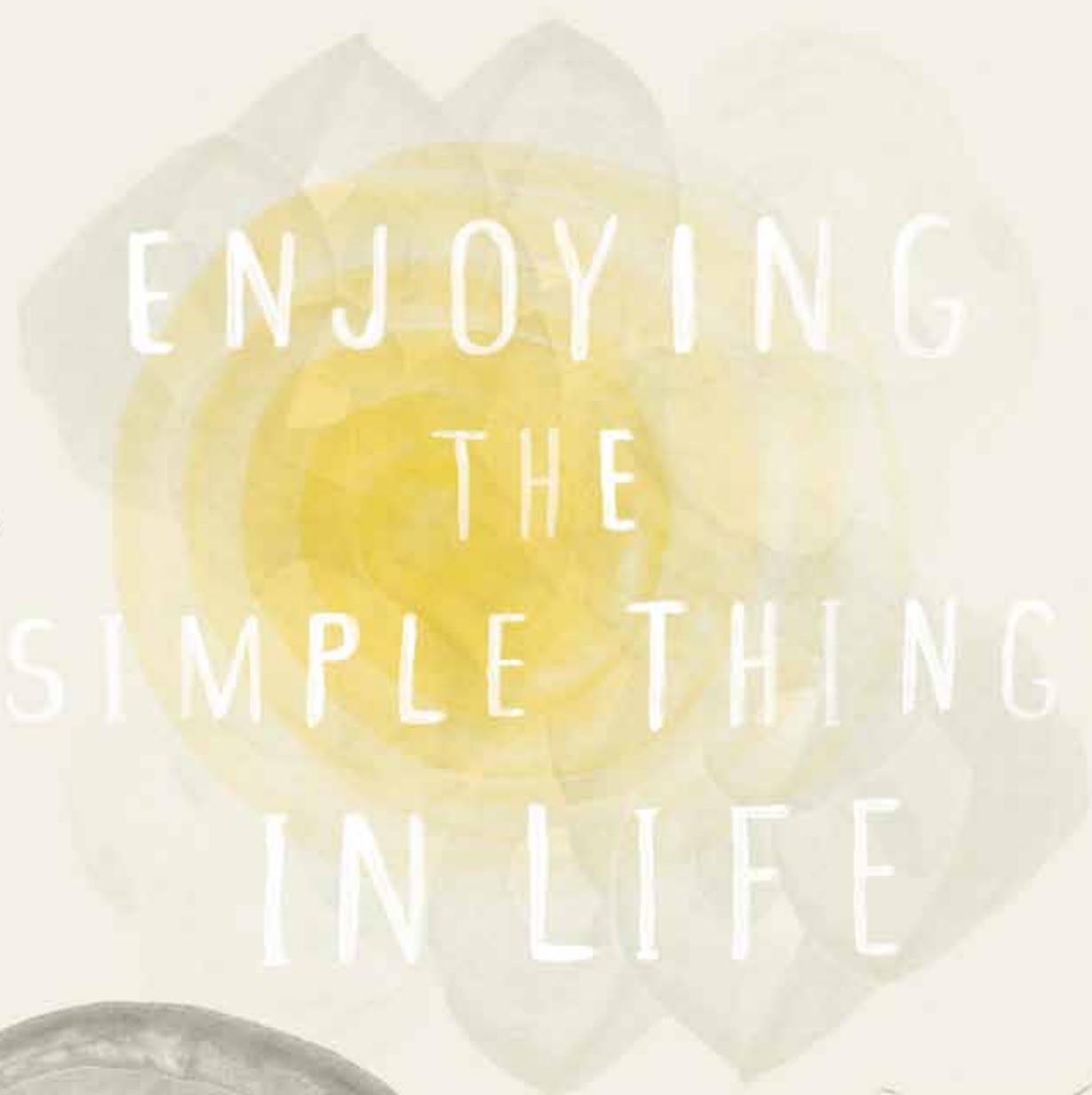
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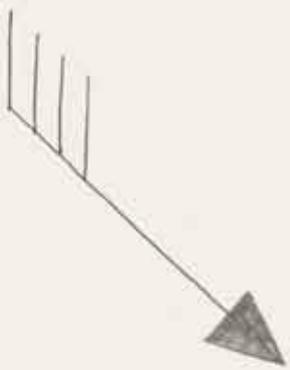
The information and analyses provided in McDonald's Sustainability Report (Report) is based on reliable resources at the time of its content development, and the aim of this report is only provision of information.

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ENJOYING
THE
SIMPLE THINGS
IN LIFE





i'm lovin' it[®]