PÄR LARSHANS

Chief Sustainability Officer
27 years

Core values

Role model, ethics

System terms, TNS

Active choices, FIRO/THE

Max commendments

Fundamental valuations

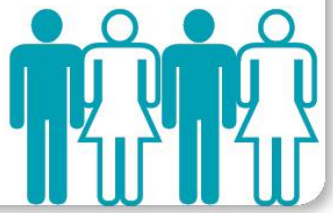
Social
SUSTAINABILITY

Diversity

Responsibility for the society

Voluntary responsibility

Leadership



Ecological
SUSTAINABILITY

How contribute to the future?

Care for the environment

Health

AND F D POLICY
S H

The Max story

Naturligt
källvatten
MAX
50cl
Naturligt
källvatten
MAX
50cl
MAX

Worlds first *healthy* burger meny!

Delifresh

TASTE
QUALITY
RESPON-
SIBILITY

Sustainability
ON THE AGENDA

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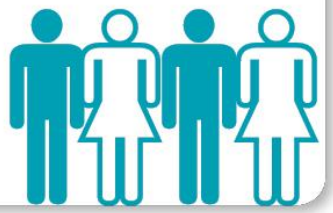

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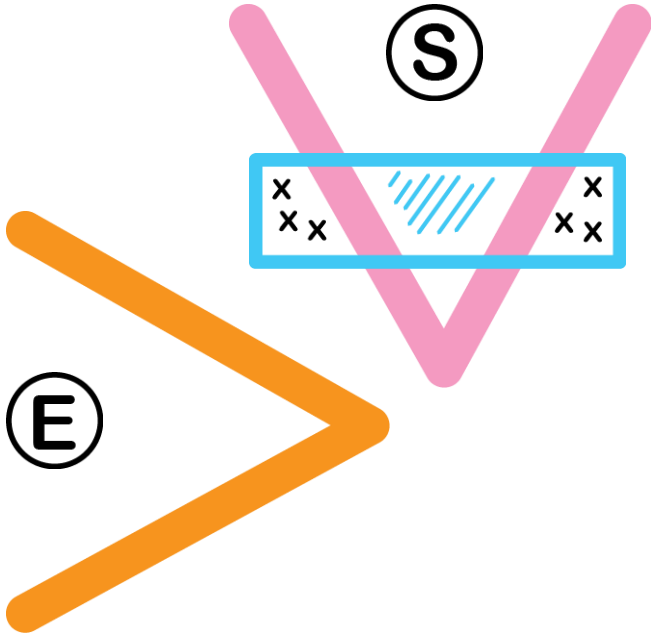

CHALLENGES IN THE SOCIAL and ECOLOGICAL SYSTEM

Social

SUSTAINABILITY

Drivers of change

- **1996 – High turnover of managers**
- 2002 – Supersized American kids
- 2003 – Hard to recruit service hosts
- 2006 – Beef is a climate problem
- 2007 – Waste an eternal problem
- 2010 – Guests have diabetes
- 2011 – International expansion…
- 2012 - Core values - international

1996 – High turnover of managers

- High turnorver of managers
- Hard to recruit managers
- The managers was not leaders
- High sickleave

The result

- 1999-2002
  - No managers left
  - Productivity increase
  - The need of extern recruited managers was low

  - Savings…. Many millions

LEADERSHIP

1996

Self awareness

FIRO/THE

Low turnover

Drivers of change

- 1996 – High turnover of managers
- 2002 – Supersized American kids
- **2003 – Hard to recruit service hosts**
- 2006 – Beef is a climate problem
- 2007 – Waste an eternal problem
- 2010– Guests have diabetes
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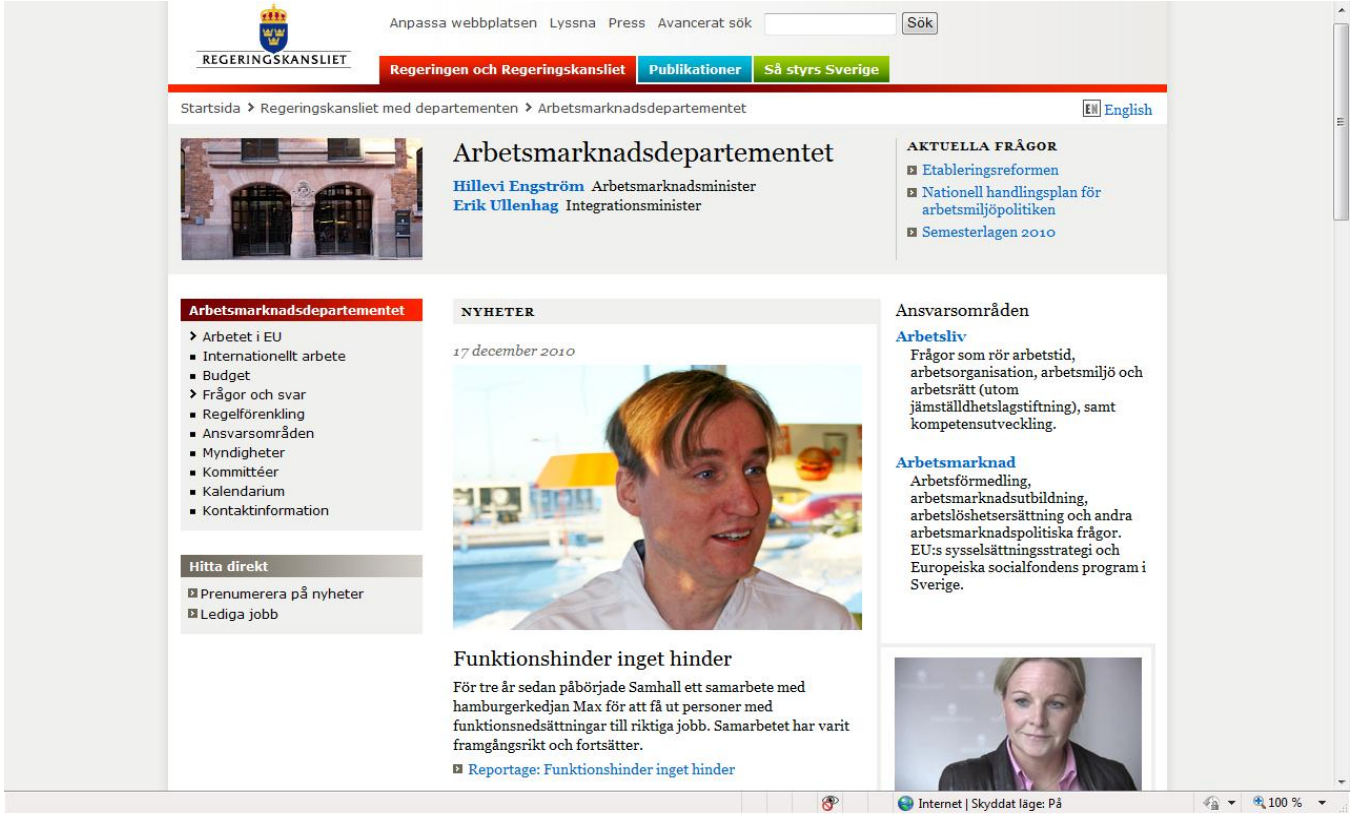
samhall

The result

- 2004 - present
  - – Savings in recruiting, turnover and effectiveness
  - – Savings in cleaning the restaurants
  - - Savings….16 millions+



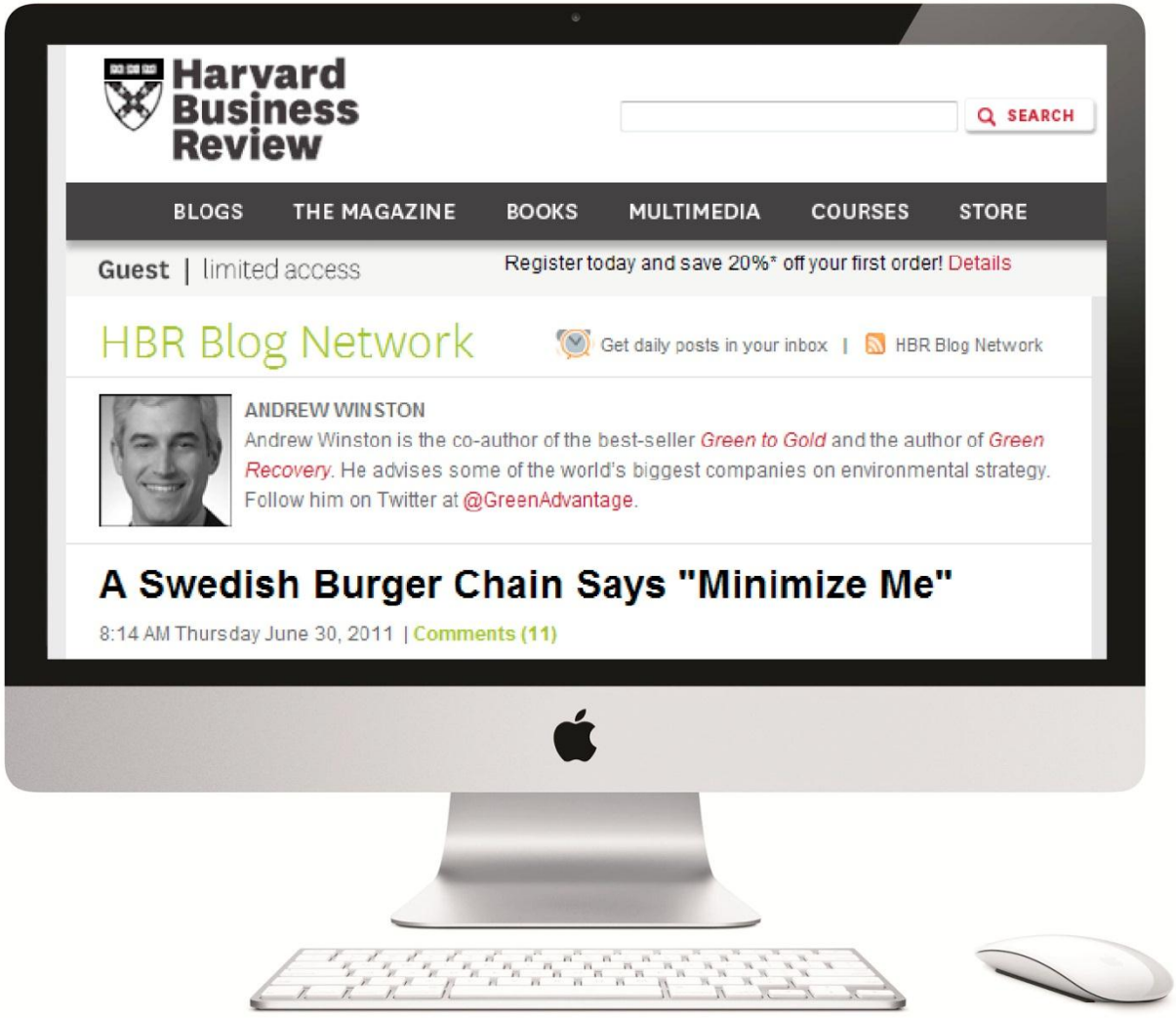
THE RESULT

200 ≥ employees

International recognition

A new standard

Reserved
12
11
10
9
8
12
75
76
12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ANDREW WINSTON
Andrew Winston is the co-author of the best-seller Green to Gold and the author of Green Recovery. He advises some of the world's biggest companies on environmental strategy. Follow him on Twitter at @GreenAdvantage.
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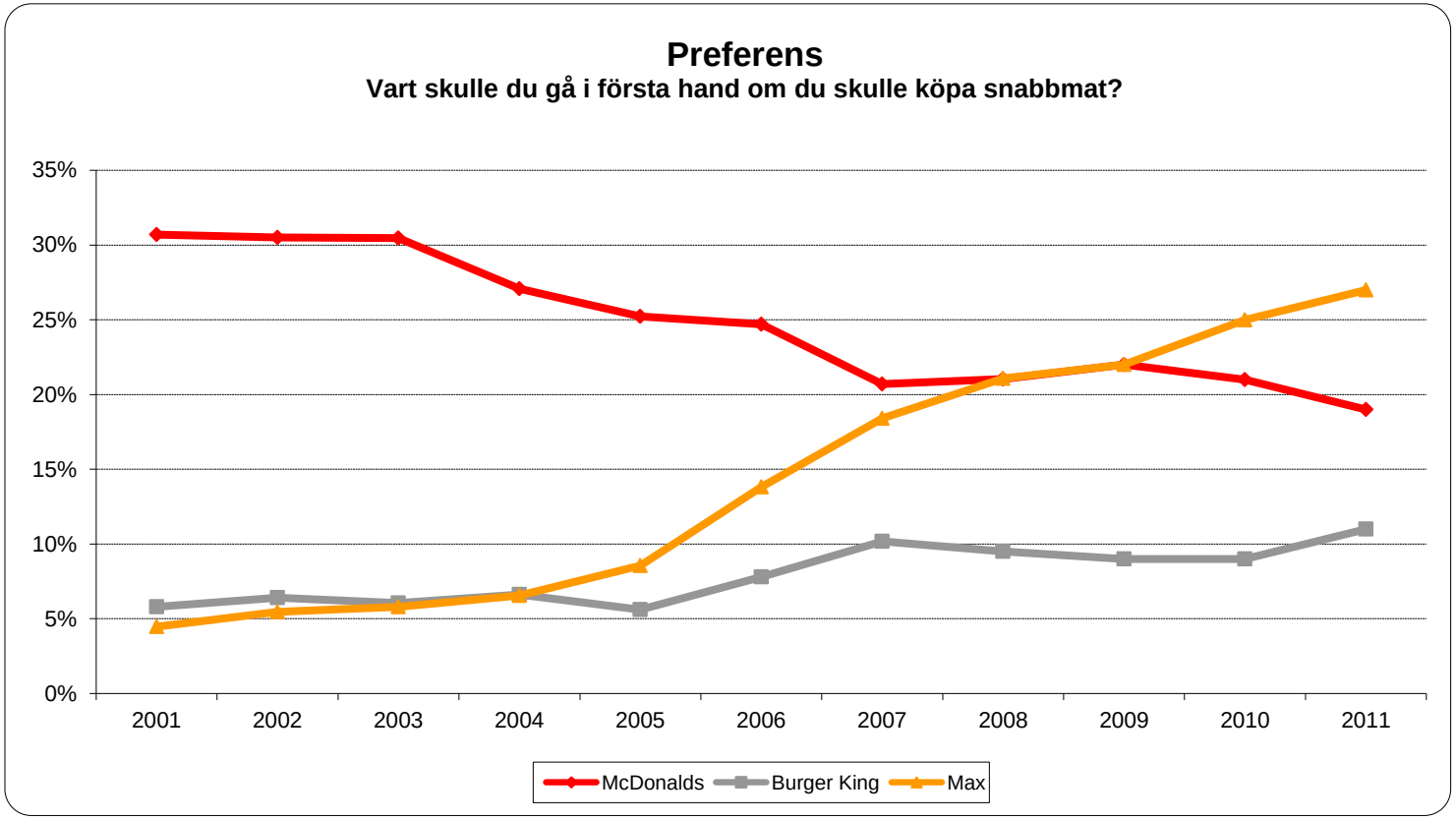

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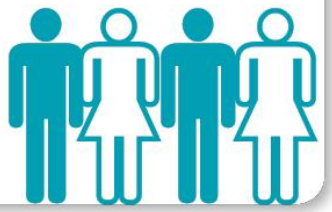

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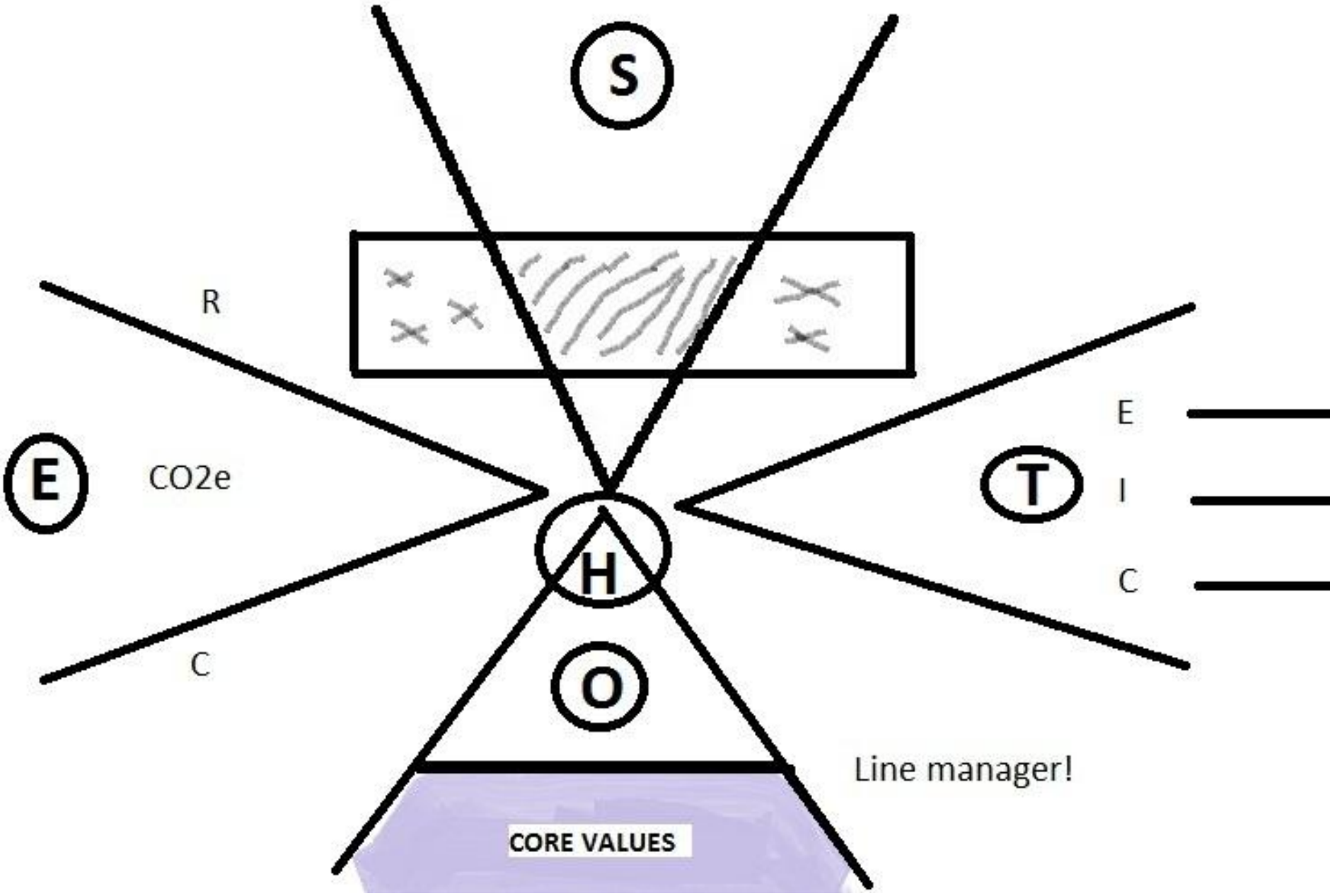
THEORETICAL BACKGROUND



ETHOS = EXPERIENCE