





## PÄR LARSHANS

Chief Sustainability  
Officer  
27 years



# Core values

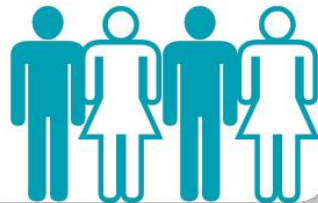
Role model, ethics  
System terms, TNS  
Active choices, FIRO/THE  
Max commendments  
Fundamental valuations



## Social

### SUSTAINABILITY

Diversity  
Responsibility for the society  
Voluntary responsibility  
Leadership



## Ecological

### SUSTAINABILITY

How contribute to the future?  
Care for the environment  
Health



AND FOOD POLICY

S H



# The Max story



Worlds first *healthy* burger meny!

# Delifresh







# Sustainability

ON THE AGENDA



# Core values

Role model, ethics

System terms, TNS

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# Core values

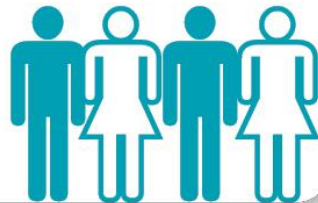
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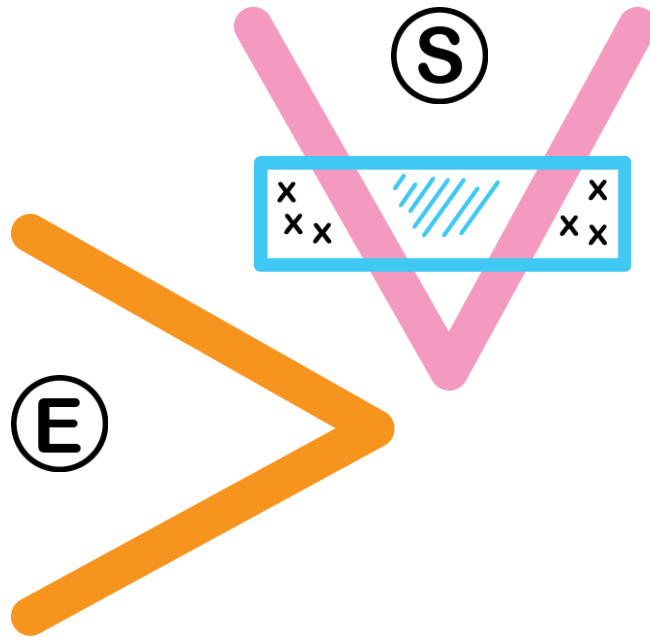


## Ecological

### SUSTAINABILITY

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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 turnover 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

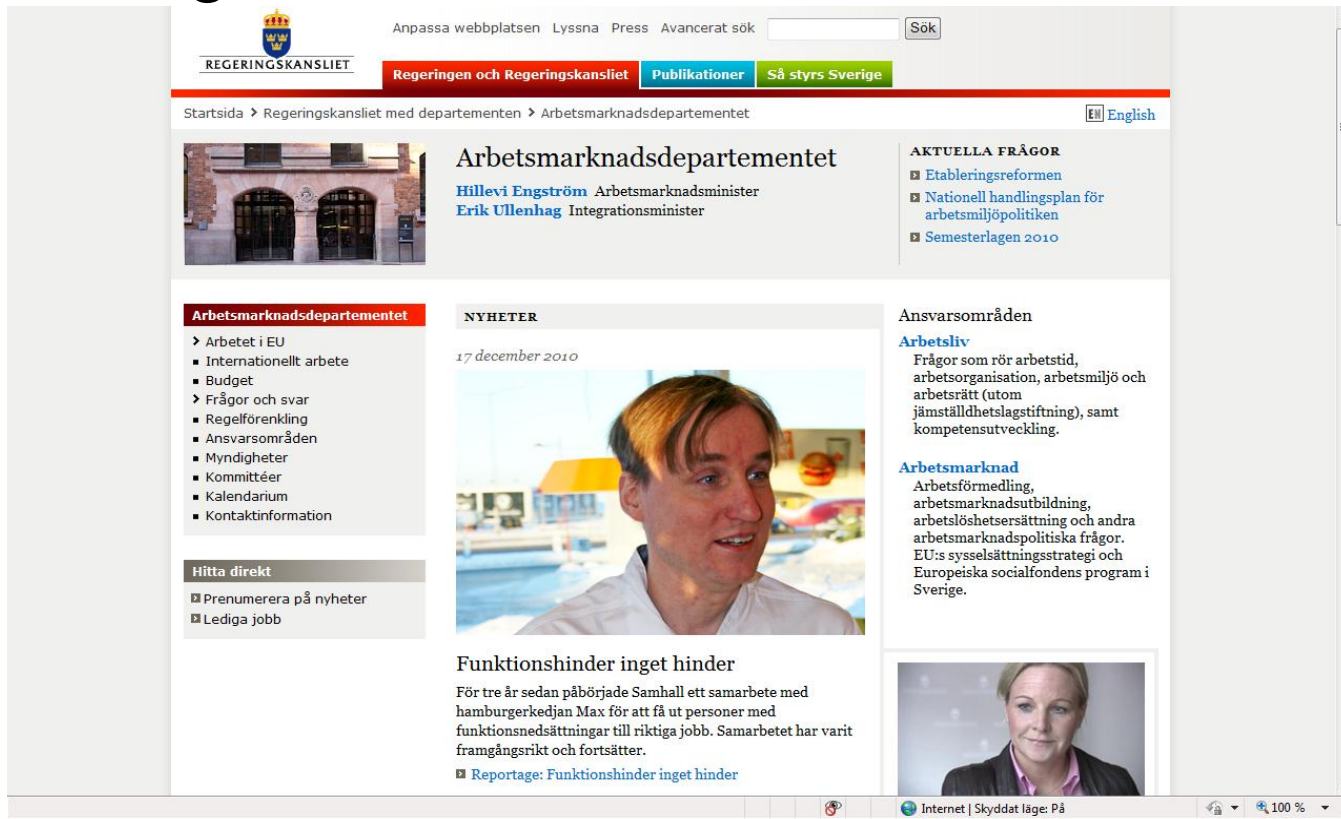
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samhalla



# The result

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



The screenshot shows the official website of the Swedish Government (Regeringskansliet). The page is titled "Arbetsmarknadsdepartementet" (Department of Labor). The header includes the government logo, navigation links like "Anpassa webbplatsen", "Lyssna", "Press", and "Avancerat sök", and a search bar. The main content area features a large photo of the department's building and text identifying the ministers: Hillevi Engström (Arbetsmarknadsminister) and Erik Ullenhag (Integrationsminister). To the right, there is a section for "AKTUELLA FRÅGOR" (Current Questions) with links to "Etableringsreformen", "Nationell handlingsplan för arbetsmiljöpolitiken", and "Semesterlagen 2010". Below the main content, there is a "NYHETER" (News) section with a date "17 december 2010" and a photo of a man. The text below the photo reads: "Funktionshinder inget hinder" (Disability is no hindrance). The text continues: "För tre år sedan påbörjade Samhall ett samarbete med hamburgerkedjan Max för att få ut personer med funktionsnedsättningar till riktiga jobb. Samarbetet har varit framgångsrikt och fortsätter." (Three years ago, Samhall started a cooperation with the burger chain Max to get people with disabilities into real jobs. The cooperation has been successful and continues). There is a link to a reportage: "Reportage: Funktionshinder inget hinder". On the left side, there is a sidebar with a list of links under the heading "Arbetsmarknadsdepartementet", including "Arbetet i EU", "Internationellt arbete", "Budget", "Frågor och svar", "Regelförenkling", "Ansvarsområden", "Myndigheter", "Kommittéer", "Kalendarium", and "Kontaktinformation". Below this is a section "Hitta direkt" (Find directly) with links to "Prenumerera på nyheter" (Subscribe to news) and "Lediga jobb" (Vacancies). On the right side, there is a section "Ansvarsområden" (Areas of responsibility) with a link to "Arbetsliv" (Work life) and a description of the area: "Frågor som rör arbetstid, arbetsorganisation, arbetsmiljö och arbetsrätt (utom jämställdhetslagstiftning), samt kompetensutveckling." (Questions concerning working time, work organization, work environment and labor law (except for equality legislation), as well as competence development). Below this is a section "Arbetsmarknad" (Labor market) with a description: "Arbetsförmedling, arbetsmarknadsutbildning, arbetslöshetsersättning och andra arbetsmarknadspolitiska frågor. EU:s sysselsättningsstrategi och Europeiska socialfondens program i Sverige." (Labor market, labor market training, unemployment benefits and other labor market policy issues. EU's employment strategy and European Social Fund's programs in Sweden). At the bottom of the page, there is a small photo of a woman.

## THE RESULT

200 ≥ employees

International recognition

A new standard







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Business  
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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](#).

## A Swedish Burger Chain Says "Minimize Me"

8:14 AM Thursday June 30, 2011 | [Comments \(11\)](#)





Indonesia's Fight Against Wildlife Trafficking



Magnificent Seven: America's Mercury Astronauts



Oded Balilty: The of Storytelling



Monday, April 09, 2012

# TIME

SEARCH TIME.COM

## Editor's Picks

WORLD »



Sudan: Rebels Make Gains in the South — And Talk of Marching on Khartoum

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WORLD »



Rambo Amadeus's Euro Neuro: Eurovision Takes on the Eurozone

BY WILLIAM LEE ADAMS

BOX OFFICE »



Hunger Games Eats American's Pie, Slams Into Refloated Titanic

BY RICHARD CORLISS



Photos: The 2012 Masters Golf Tournament

BY TIME STAFF

MONEY »



Young People: Finally Moving Out of Mom and Dad's House

## Klimatsmart!

<p><b>Greenmäål 67 kr</b> Grönburgare med 2 ekologiska ägg, 0,5 kg CO<sub>2</sub>-mål</p>	<p><b>Färdigsmåål 67 kr</b> Färdigburgare med 2 ekologiska ägg, 0,5 kg CO<sub>2</sub>-mål</p>
<p><b>Max fiskmäål 67 kr</b> Fiskburgare i vegetabilisk smör, 0,5 kg CO<sub>2</sub>-mål</p>	<p><b>Delfresh kycklingmäål 67 kr</b> Delfresh kycklingburgare i vegetabilisk smör, 0,5 kg CO<sub>2</sub>-mål</p>

Vi kompenserar för vår koldioxidpåverkan till 100% Vi målar

COURTESY OF MAX HAMBURGERRESTAURANGER

## Why Going Green Can Mean Big Money for Fast-Food Chains

By SONIA VAN GILDER COOKE

- Go Green: Eat McDonald's Fish! (but only in Europe)
- The Meatless (and Less Meat) Revolution

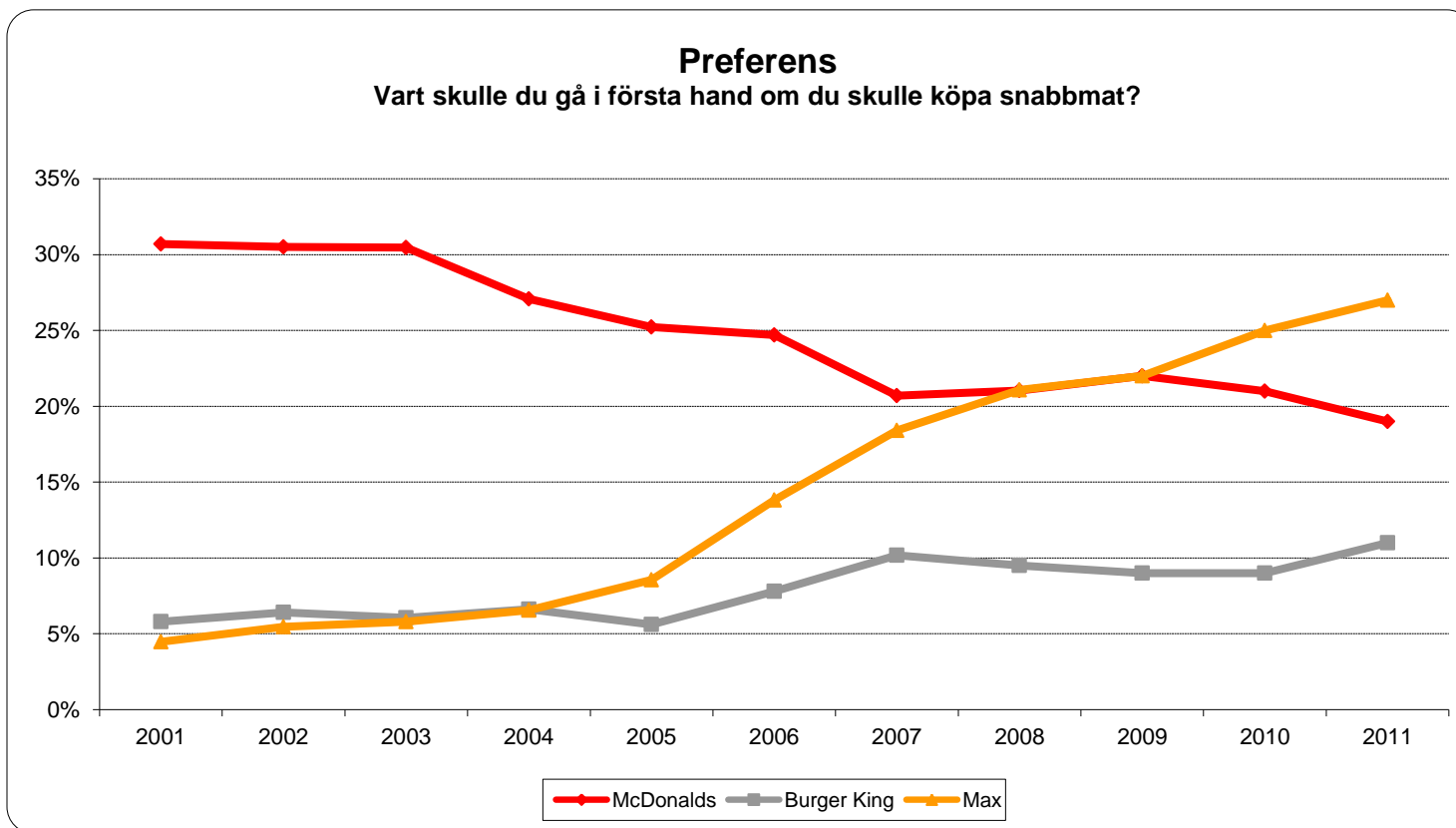
## Burma: First an Election, Now an Exchange Rate That Makes

## Latest Headlines

UPDATED: 5:35AM ET

- S. Korea: North Preparing for Nuclear
- Shale in Poland Raises Hope, Fear
- France Look at Radicalization in Prison
- Rights Group: Syria Troops Executed Civilians
- Before Nuclear Talks, Iran Floats Compromise
- Tebow Draws 15,000 to Texas Easter
- Syrian Peace Deal Fails Amid Disagreement
- Pakistan Chief Visits India on Low-Profile Trip
- Malawi VP Banda Sworn In as President
- Anchorage, AK Breaks Seasonal Snow Record
- SNL's 5 Best Skits Starring Sofia Vergara
- Antibiotics May Help Heal Appendicitis
- CNNVideo: High-Tech Spy Center in U.S.
- CNN: Serial Killer Feared Loose in France
- Bette Davis: Rare and Unpublished

# Preference (Alla 15-79)



# Core values

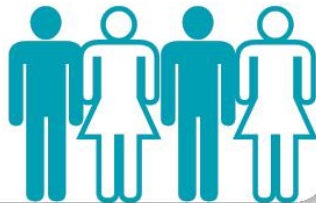
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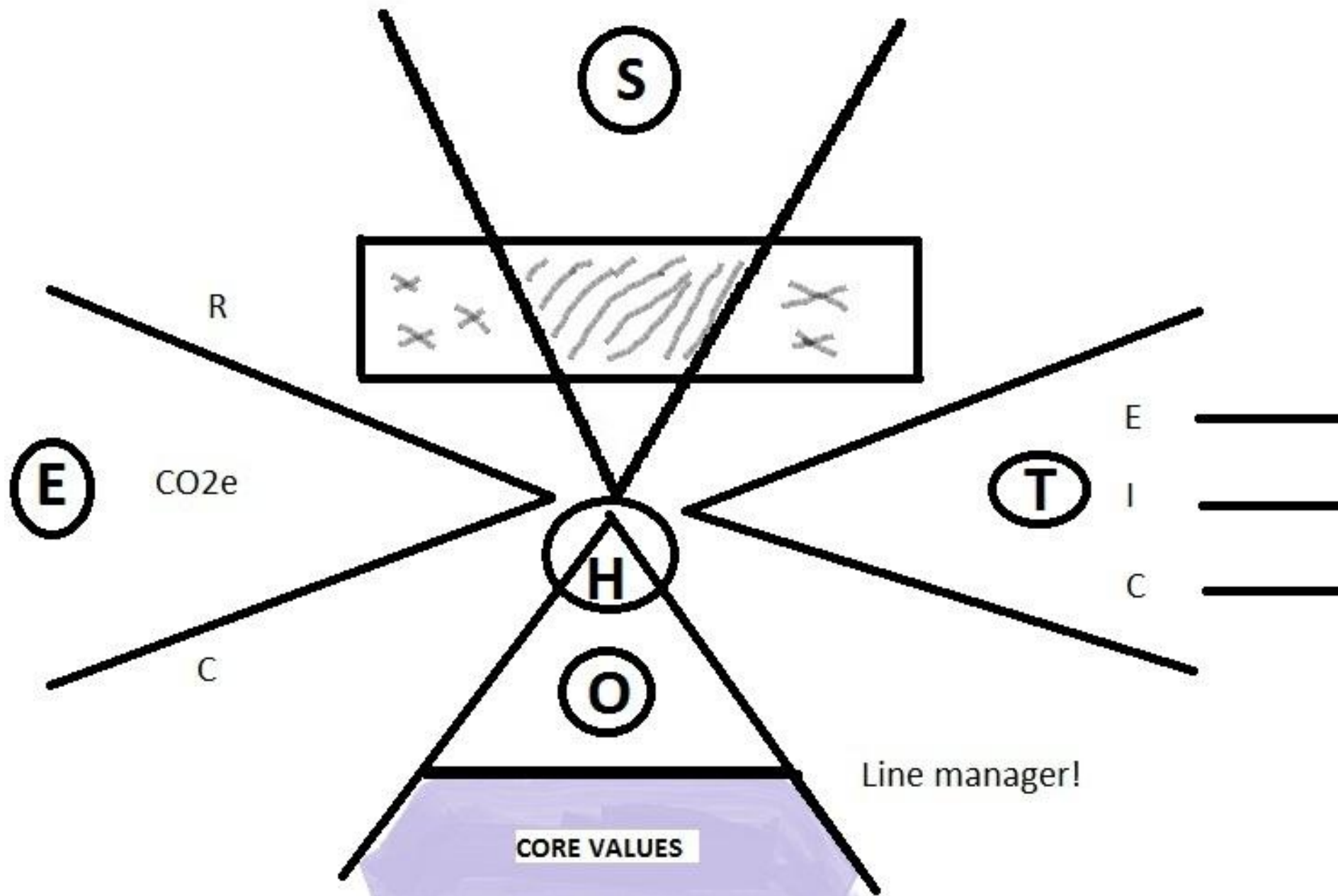
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# THEORETICAL BACKGROUND



**ETHOS = EXPERIENCE**