



Final statement

NCP Specific Instance four trade unions vs APG Asset Management

Date: 3 February 2022

In accordance with the Procedural Guidance to the OECD Guidelines for Multinational Enterprises, following conclusion of a specific instance and after consultation with the Parties involved, the NCP will make the results of the procedures publicly available.

This Final statement describes the issues raised, the procedures initiated by the NCP to assist the Parties and when agreement was reached. The outcomes of the good offices have been included upon agreement of both Parties.

As specific instances are not legal cases and NCPs are not judicial bodies, NCPs cannot directly order compensation nor compel Parties to participate in a conciliation or mediation process.

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Executive summary

On 18 May 2020, the Dutch National Contact Point for the OECD Guidelines for Multinational Enterprises (NCP) received a notification of a specific instance from the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF), the European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT-IUF), the Service Employees International Union (SEIU) and the União Geral dos Trabalhadores (UGT) with regard to an alleged violation of the OECD Guidelines for Multinational Enterprises (hereinafter the Guidelines) by **McDonald's Corporation, APG Asset Management (hereinafter APG) and Norges Bank (hereinafter NIBM)**. The notification concerned gender-based violence and harassment (GBVH) in the global operations of McDonald's Corporation, a multinational enterprise with headquarters in Chicago, Illinois, USA, and related due diligence by investors APG (the Netherlands) and NIBM (Norway). The issues raised involve conduct at McDonald's operations in, but not limited to: Australia, Brazil, Chile, Colombia, France, the United Kingdom and the United States.

Following online **coordination** meetings between June and October 2020, it was decided that the US NCP would handle the part of the specific instance concerning McDonald's Corporation with a strong supportive role of the Dutch NCP. The Dutch NCP would handle the issues concerning APG. The Norwegian NCP would handle the issues relating to NBIM. The Norwegian and the Dutch NCPs agreed to coordinate closely regarding the issues concerning the two investors.

The NCPs were of the opinion that handling the specific instance in this manner was the best way forward, would create the highest chances of successful outcomes and allowed for correctly addressing the different issues raised and responsibilities under the OECD Guidelines of the different MNEs involved.

In March 2021, the six other NCPs that have a link with the submission because the submitters stated there is impact in their countries (Australia, Brazil, Chile, Colombia, France, United Kingdom) were informed by the NCPs of the Netherlands, Norway and the US on the issues raised and the outcomes of the coordination process.

The three NCPs have continued to coordinate whenever necessary during the whole procedure.

In its initial assessment of 20 May 2021, the Dutch NCP determined that **the issues raised against APG merited further consideration** based on the following criteria:

- The Dutch NCP is the right entity to assess the alleged violation against APG, as it is an enterprise headquartered in the Netherlands and the issues raise concern the due diligence of APG.
- The notifying Parties are concerned Parties with a legitimate interest in the issues raised in the notification;
- the issues related to APG are material and *prima facie* substantiated;
- there is a link between the enterprise's activities and the issues raised in the specific instance;
- the consideration of this specific instance may contribute to the Guidelines' objectives and enhance their effectiveness.

The Dutch NCP offered its good offices to the Parties. **Both Parties accepted the good offices** of the NCP in April 2020. The NCP published the Initial Assessment on its website on 20 May 2021.

The good offices were carried out by two of the independent members of the NCP and a senior officer of the NCP secretariat. The NCP assisted the Parties in developing a Terms of Reference (ToR) for the mediation. The Parties signed the ToR on 16 August 2021. Between 17 August 2021 and 13 October 2021 three dialogue meetings took place. The Parties reached an **agreement** on 13 October 2021. The good offices were concluded on 15 December 2021, when the Parties agreed on the final text of the agreement and signed the agreement. The agreement is an annex to this Final Statement.

The NCP **concludes** that the dialogue has led to a better understanding between the Parties concerning the issues raised, and to an increased awareness of the seriousness of GBVH occurring within companies. According to the Parties, APG uses its best efforts to comply with its due diligence obligations under the OECD Guidelines, as mentioned in the agreement between the Parties. The outcomes of this Specific Instance show how an investor can implement the recommendations from the OECD guidance document “Responsible business conduct for institutional investors” (2017) and can be directly linked and have an important impact on the situation of vulnerable workers that are potential victims of GBVH.

The NCP concludes that the provisions in the agreement reached between the Parties are in line with the OECD Guidelines. The NCP makes reference to the OECD Guidelines, the Responsible Business Conduct Due Diligence Guidance (2018), as well as recent ILO standards on the elimination of violence and harassment in the world of work, which can be understood to give guidance on this relatively new topic in the context of the OECD Guidelines and NCP specific instances. The Guidance illustrates how an enterprise can integrate gender issues into its due diligence. The OECD guidance document “Responsible business conduct for institutional investors” (2017) provides further guidance on how to carry out due diligence under the OECD Guidelines by investors. Also, the ILO Tripartite Declaration of principles concerning Multinational Enterprises and Social Policy is relevant in this regard, as it expects from MNE's to carry out due diligence among others with regard to the ILO's fundamental principles and rights at work, one of which is the principle of non-discrimination.

The NCP encourages the Parties to continue their cooperation in the future and beyond the NCP procedure and to continue to share information and knowledge with the aim of observing the OECD Guidelines, conducting due diligence and in particular identifying, preventing and mitigating risks of human rights violations that constitute GBVH.

The NCP notes that at various points in the agreement reference is made to the situation within McDonald's Corporation, against which the initial submission was directed in the first place. The NCP encourages APG to continue to exercise its leverage on McDonald's to ensure a safe working environment for all its employees and workers, including those in more insecure and precarious work arrangements and along its supply chain. Finally, to support observance of the OECD Guidelines, the NCP trusts that this statement will be taken into account in the ongoing proceedings of the Notifying Parties against McDonald's before the US NCP and against NIBM before the NCP of Norway.

In 2023, one year after the publication of this Final statement, the NCP will follow-up with the Parties in writing and/or in person. The outcomes of the Evaluation will be published on the NCP's website.

Substance of the submission and the enterprise's initial response

The **Notifying Parties** are IUF, EFFAT-IUF (Europe), SEIU (USA) and UGT (Brazil). The International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) is a global union federation.

The European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT-IUF) is the European regional organization of the IUF that brings together 120 national trade unions. The Service Employees International Union (SEIU) is a U.S. and Canadian trade union organizing and representing workers in multiple service sectors of the economy. The União Geral dos Trabalhadores (UGT) is a Brazilian trade union centre with affiliated unions representing workers in the fast-food sector.

The issues raised in the initial submission and in the supplemental submission of 28 January 2021 relate to the OECD Guidelines' Chapter II (General Policies), Chapter IV (Human Rights) and Chapter V (Employment and Industrial Relations).

The Notifying Parties allege that APG and NBIM breached the OECD Guidelines in failing to exercise due diligence and their leverage as it relates to GBVH at McDonald's.

The Notifying Parties argue that the two institutional investors have highly developed Responsible Business Conduct (RBC) programs and policies. However, they argue that these investment funds' programs and policies should address the global problem of GBVH at McDonald's under the OECD Guidelines and the investors' social responsibility commitments. The Notifying Parties acknowledge that the investors are investing in thousands of companies and cannot be expected to have intimate, up-to-date knowledge of every investee company's conduct. Still, the Notifying Parties find that the investors fell short in regard to GBVH abuses at McDonald's. They state that "GBVH problems at McDonald's should have come to the investors' attention through their normal due diligence operations."

The Notifying Parties request that APG:

- 1) Tailors their due diligence approaches by applying a comprehensive gender-lens to their investment activities in order to better identify, and thus mitigate and prevent adverse impacts, such as those occurring at McDonald's;
- 2) Participates, together with NBIM, in a mediation process with McDonald's and the Notifying Parties; and
- 3) Urges McDonald's, through APG's and NBIM's leverage, to accept the offers of good offices from the Dutch, Norwegian and US NCPs to mediate with the purpose of effectively addressing the mitigation and prevention of adverse impacts against female workers at McDonald's.

The first reaction of APG:

"APG is a leading long-term responsible investor for pension funds in the Netherlands. APG Asset Management and its clients operate in line with the OECD Guidelines for Multinational Companies. To this end, we have developed policies and management systems to systematically screen our portfolio regarding ESG issues and potential negative impacts. We will also use our influence in case we identify such issues. In our investment decisions, regardless of the asset class, we weigh ESG criteria (environmental impact, social impact, and corporate governance) alongside risk, returns and cost.

We publish resources about our policy as well as reports about the outcome of the policies on our website, including how we have used our influence and which companies we have engaged with. Please see <https://apg.nl/en/about-apg/asset-management/responsible-investment>".

APG welcomed the opportunity to explain their programs and policies in more detail and share how these have been implemented in the context of their investment in McDonald's. They disagreed with the Notifying Parties' assertion that APG "fell short in regard to GBVH abuses in McDonald's". They reiterated that APG has acted in line with OECD Guidelines in conducting diligence and exercising their leverage to discuss labour conditions, including harassment, with the company.

With respect to the Notifying Parties' requests, APG commented the following:

1. "Under our *Inclusion Policy*, safe working conditions are a standard part of our review process in which we assess corporate policies and screen for potential controversies. In addition to this systematic approach under our inclusion methodology, we continuously reassess on the basis of additional research as it comes to our attention, such as news items, reports shared with us by social stakeholders (e.g. labor unions) and/or company disclosures. In the case of McDonald's, we reviewed news reports on gender-based violence and discussed this issue with the company, also within the context of the CEO's departure. APG is currently waiting on the results of a law firm's investigation into this issue. We are always receptive to learning from stakeholders, we welcome an open discussion and suggestions to help us strengthen our approach".
2. "As an investor we already engage the company directly on this and other issues. We support the Notifying Parties also engaging directly with McDonald's with or without the help of the NCP, however it would not be appropriate for APG to participate in a mediated process between McDonald's and the Notifying Parties".
3. "In our engagements with McDonald's, we have encouraged the company to engage with the National Contact Point. On several occasions, McDonald's has confirmed that it is fully committed to doing so".

Initial assessment by the NCP

The NCP decided that the submission against APG **merited further consideration** on the basis of the criteria laid out in the commentary to the Procedural Guidance, para 25. The NCP offered its good offices to the Parties and asked both Parties whether they were willing to engage in a mediation/conciliation process, with the aim of agreeing how the issues can be successfully addressed. **The Parties accepted the NCP's good offices.** The [Initial Assessment](#) was published on the NCP website on 20 May 2021.

The proceedings of the NCP

Below is a chronological overview of what the NCP has done since receiving the submission.

Date	Action that occurred
Receipt and initial assessment of the specific instance	
20 May 2020	Submission against McDonald's, APG and NIBM received by the Dutch NCP
26 May	Confirmation of receipt and notification to McDonald's, APG and NIBM
17 August	Coordination proposal of Dutch NCP shared with US NCP and NCP of Norway
16 September - 26 October	Coordination calls between the NCPs; agreement by the NCPs on the coordination proposal
19 November	Coordination proposal and explanation shared with Notifying Parties
23 October	Call with APG on the NCP procedure

4 December	Meeting Dutch NCP with Notifying Parties (online) on coordination proposal; Notifying Parties agree with the coordination proposal
1 December 2020	First meeting Dutch NCP with APG (online)
December 2020	APG and NIBM were informed of the outcomes of the coordination process
13 January 2021	First online meeting of Dutch NCP and NCP of Norway with Notifying Parties on investors issues; request for additional documentation on the submission against APG and NIBM
19 January 2021	Call NCP secretariat with Notifying Parties on their request for additional documentation and translation of documents
22 January 2021	First written reaction of APG to the submission
28 January	Notifying Parties provided additional documents concerning APG and NIBM
4 February	Additional information shared with APG for comments
16 February	Comments of APG on additional information received
10 March	The NCP's of the Netherlands, Norway and the US informed the NCP's of Australia, Brazil, Chile, Colombia, France and the United Kingdom (link with the submission/impact in their countries) on the issues raised and the outcomes of the coordination process
25 March	The Dutch NCP, in its monthly meeting, decided on the acceptance of the submission against APG for further consideration
29 March	Draft Initial Assessment (IA) was shared with the Parties for their comments within 14 days; good offices were offered
April/May	IA finalized, taking comments into account; the good offices were accepted; preparation of publication of the IA
April 2021	Parties accepted the offer of good offices
20 May 2021	Publication of the IA concerning APG
	Phase of good offices and mediation action
16 August 2021	Parties signed a Terms of Reference for the dialogue
17 August - 13 October 2021	Online dialogue meetings took place on 17 August, 6 October and 13 October 2021; present were the two NCP-members handling the case and a senior officer of the NCP-secretariat, a delegation of two persons of APG and a delegation of three to four representatives of the Notifying Parties. Before

	the second and the third dialogue meetings, preparatory online meetings took place with the NCP-secretariat and each party individually
13 October 2021	Parties reached an agreement during the last dialogue meeting
	Conclusion of the specific instance
18 October - 15 December 2021	The NCP assisted the Parties in drafting the final text of the agreement; The Parties agreed on the text of the agreement on 15 December 2021 and signed.
21 December 2021	The NCP shared the draft Final statement, including the agreement reached, with the NCPs of Norway and the US
17/18 January 2022	The draft Final statement was shared with the Parties for comments within 14 days.
3 February 2022	Publication of the Final statement and the agreement

The NCP acknowledges that the indicative timelines for the Initial Assessment were not met, mainly because of the necessary coordination activities with the other relevant NCPs. The timelines for the dialogue phase (6 months after the publication of the IA in May 2021) and the Final statement (3 months) were met.

Conclusion of the NCP and recommendations

The NCP expresses its gratitude to the Parties for their open attitude during the whole NCP procedure and for the constructive dialogue. The NCP concludes that the dialogue has led to a better understanding between the Parties concerning the issues raised, and to an increased awareness of the seriousness of GBVH occurring within companies. According to the Parties, APG uses its best efforts to comply with its due diligence obligations under the OECD Guidelines, as the agreement between the Parties mentions. The outcomes of this Specific Instance show how an investor can have been directly linked, and have important impact on the situation of vulnerable workers who are potential victims of GBVH.

The NCP concludes that the provisions in the agreement reached between the Parties are in line with the OECD Guidelines.

The NCP is pleased to ascertain that the OECD Guidelines, and especially the Responsible Business Conduct Due Diligence Guidance (2018), can be understood to give guidance on this relatively new topic in the context of the OECD Guidelines and NCP specific instances, as the Guidance illustrates how an enterprise can integrate gender issues into its due diligence. The OECD guidance document Responsible business conduct for institutional investors (2017) provides guidance on exercising due diligence under the OECD Guidelines by investors. Also, the ILO Tripartite Declaration of principles concerning Multinational Enterprises and Social Policy is relevant in this regard, as it expects from MNE's to carry out due diligence among others with regard to the ILO's fundamental principles and rights at work, one of which is the principle of non-discrimination.

In conclusion, the NCP would like to underline that the provisions of the OECD Guidelines Chapter V (Employment and Industrial Relations) relate closely to relevant provisions of ILO Declarations and Conventions. Chapter V, article 4(c), states that “enterprises should, within the framework of ... applicable international labour standards, take adequate steps to ensure occupational health and safety in their operations”. The provisions of this chapter of the OECD Guidelines and the ILO standards are intended to complement and not conflict with one another (see Commentary 48 of the Guidelines).

In this context, the NCP wishes to highlight the relevance of the recently adopted ILO Convention 190 and Recommendation 206 on elimination of violence and harassment in the world of work. The NCP encourages companies to take note of the procedures and ways of engaging with workers on gender-based violence and harassment as set forth in ILO Convention 190 and its accompanying Recommendation (see: C190, art. 1, definition: “violence and harassment includes gender-based violence and harassment”; C190 art. 9: “each Member State shall adopt laws and regulations requiring employers to take appropriate steps to prevent violence and harassment in the world of work, including gender-based violence, and in particular to (among others) adopt and implement, in consultation with workers and their representatives, a workplace policy on violence and harassment”).

The NCP encourages the Parties to continue their cooperation in the future and beyond the NCP procedure and to continue to share information and knowledge with the aim of preventing and mitigating risks of human rights violations that constitute GBVH.

In this specific instance, the Parties discussed the recommendations in the OECD guidance document Responsible business conduct for institutional investors (2017) and what can be expected of APG, an investor, when carrying out due diligence regarding GBVH with respect to their investee companies. Because the initial submission was directed in the first place against McDonald’s corporation, as well as against APG and NBIM, there is a link between the three specific instances. The NCP notes that in various points in the agreement reference is made to the situation within McDonald’s. The NCP encourages APG to continue to use its leverage on McDonald’s to ensure a safe working environment for all its employees and workers, including those in more insecure and precarious work arrangements and along its supply chain.

To support observance of the OECD Guidelines, the NCP trusts that this statement will be taken into account in the ongoing proceedings of the Notifying Parties against McDonald’s before the US NCP and against NIBM before the NCP of Norway.

Follow up (Evaluation)

The NCP recommends that an evaluation be conducted on follow up given by the Parties to the agreement reached, as well as to the recommendations of the NCP, in 2023, one year after the publication of this Final statement. The NCP will follow-up with the Parties in writing and/or in person. The outcomes of the Evaluation will be published on the NCP’s website.

The role of National Contact Points (NCPs) is to further the effectiveness of the OECD Guidelines. The Dutch government has chosen to establish an independent NCP, which is responsible for its own procedures and decisions, in accordance with the Procedural Guidance section of the Guidelines. In line with this, the Dutch NCP consists of four independent members, supported by four advisory government officials from the most relevant ministries. The NCP Secretariat is hosted by the Ministry of Foreign Affairs. The Minister for Foreign Trade and Development Cooperation is politically responsible for the functioning of the Dutch NCP. More information on the OECD Guidelines and the NCP can be found on the [NCP Website](#)

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Agreement between IUF, EFFAT-IUF, SEIU, UGT and APG Asset Management

General

This agreement is the outcome of a dialogue facilitated by the Netherlands National Contact Point for the OECD Guidelines for Multinational Enterprises (“NCP”) on the NCP specific instance between the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers’ Associations (IUF), the European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT-IUF), the Service Employees International Union (SEIU) and the União General dos Trabalhadores (UGT), (IUF, EFFAT-IUF, SEIU and UGT hereinafter: “Notifying Parties”) and APG Asset Management N.V. (hereinafter “APG”).

Following the notification by the Notifying Parties about alleged violations of the OECD Guidelines for Multinational Enterprises by McDonald’s, APG and NBIM (18 May, 2020) in relation to gender-based violence and harassment (“GBVH”) in the global operations of McDonald’s Corporation and related due diligence by APG and NBIM, the NCP concluded in its Initial Assessment of 20 May 2021 that the Specific Instance against APG merits further consideration by the NCP. The NCP has therefore, in accordance with the NCP specific instance procedure, offered its good offices to the Notifying Parties and APG in order to resolve the issue at hand by means of facilitating a dialogue between the Parties.

In the past months this dialogue has taken place and, following a number of dialogue meetings, the Notifying Parties and APG on 13 October 2021 came to the following agreement.

Exchange of information

As a result of the NCP dialogue on the Specific Instance submitted by the Notifying Parties, APG has shared detailed information on its Responsible Business Conduct (“RBC”) policies and programs and given concrete examples of its engagements with investee companies, including McDonald’s. On the basis of this response and the information provided, the Notifying Parties acknowledge that APG has developed and has advanced RBC programs and policies in place.

The Notifying Parties also acknowledge that APG uses its best efforts to comply with its due diligence obligations under the OECD Guidelines and thank APG for the detailed information shared during this NCP dialogue.

Through the dialogue meetings, APG and the Notifying Parties (together “the Parties”), have learned more about the widespread nature and extent of GBVH in the workplace and against workers in the fast-food restaurant industry. They have also taken note of the numerous incidents and court cases in the public domain on GBVH worldwide and especially in the fast-food sector, and in some cases also involving McDonald’s. The Parties agree that additional attention to GBVH and precarious work in the fast-food and restaurant sector may help increase awareness of the issues and contribute to a safer work environment. Precarious work usually refers to non-standard or temporary employment that may be poorly paid, insecure, unprotected and unable to support a household.

Common understanding

The Parties share a common understanding that GBVH is often related to precarious and insecure working arrangements. This is especially prevalent in the case of young workers. The Parties acknowledge this is a risk in the fast-food restaurant sector, including for a company like McDonald's, that needs to be addressed.

The Parties agree that GBVH occurring within companies cannot be tolerated. This also follows from the OECD Guidelines chapter V (Employment and Industrial Relations), Article 4(c) states that “enterprises should, within the framework of [...] applicable international labour standards, take adequate steps to ensure occupational health and safety in their operations”.

The Parties underline that it is important for companies to take guidance from the International Labour Organization (“ILO”) with regard to ways of engaging with workers when developing policies on GBVH. The Parties also emphasize the importance of making such policies publicly available. This ensures that all stakeholders are aware of their existence and contributes to their effective implementation.

The Parties acknowledge that, in accordance with the OECD Guidelines and the OECD Due diligence Guidance for Responsible Business Conduct, 2018 (p. 48) the stakeholders of a company are:

“persons or groups who have interests that are or could be impacted by an enterprise’s activities. [...] [...] Additionally, not all interests are of equal importance and it is not necessary to treat all stakeholders in the same way. [...] [...] Stakeholders will differ depending on the enterprise and its activities. For example, impacted and potentially impacted stakeholders and rights holders may include: [...] workers and employees including under informal arrangements within supply chains and trade unions,[...]"....”.

The Parties recognize that workers should be considered a “key” stakeholder, as they are dependent on the company for their livelihood.

The Parties declare that they will continue to address the need for safe working conditions, including for companies to have and implement effective and publicly available policies on GBVH. As an investor, APG addresses these issues, where relevant, in bilateral dialogues with investee companies, as well as through initiatives in cooperation with other investors.

The Parties agree to make efforts, both collectively and individually, to pay more attention to the issue of GBVH and precarious work in the fast-food restaurant sector.

Stakeholder engagement

The Parties share a common understanding on the importance of companies engaging with their stakeholders, including workers and their representatives. The Parties underline that stakeholder engagement, as described in the OECD Guidelines (Chapter II, General policies, Commentary 25) involves interactive processes of engagement, and also that stakeholder engagement is characterized by effective two-way meaningful communication. APG considers this a key point for investee companies.

The Parties agree that when it comes to developing corporate policies and training programs, including those related to GBVH, corporate management is to be encouraged to liaise closely with its workforce. Consultation of employees throughout the process contributes to the effective implementation of such policies and programs. A worker-centered approach is essential.

The Parties agree that trade union organizations are a potentially rich source of information and experience for investors as well as for companies that want to develop programs and standards relating to the health and safety of their workers. The Notifying Parties state that they are willing to share this knowledge with companies. APG believes it is important that investee companies engage with trade unions for learning and developing policies in line with the OECD Guidelines.

Roadmap for further cooperation between the Parties

APG underlines that it is always open to learn and to strengthen and further develop its responsible investment policies and programs, including those on GBVH. APG therefore encourages trade unions and other stakeholders to share information on GBVH directly, also beyond the current NCP process.

In this Specific Instance, the Parties will define ways to ensure that all relevant information on GBVH available in the network of trade union organizations will be shared with APG.

The Notifying Parties welcome the proposal of APG to work with them on developing a common understanding of what “applying a gender-based lens” means from an investment perspective. The notifying Parties also welcome APG’s proposal to exchange views on how APG can integrate this into their policies and programs through, for example, the development of indicators and data sets, the drafting of enterprise (thematic/industry) engagement guidance and/or the production of an internal document on GBVH.

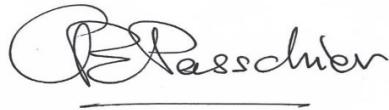
The Parties agree to work together on the development of the above and promote a gender friendly working environment in the food restaurant sector, with a special focus on the fast-food segment.

The Notifying Parties invite APG, as a minority shareholder in McDonald’s, to join the coalition of shareholders that is led by, among others, Trustees United, SEIU investment funds and Change to Win investment funds. This coalition aims to use its leverage with McDonald’s in order to change the workplace culture and ensure that workers are protected from GBVH.

Agreement on the text was reached: The Hague, 15th of December 2021

NCP

Name: Catelene Passchier
Signature:



Date: 17 December 2021

Name: Fred van Haasteren
Signature:



Date: 17 December 2021

IUF

Name: Sue Longley

Signature:



Date: 18 January, 2022

APG Asset Management

Name: Anna Pot

Signature:



Date: 24 January, 2022

EFFAT-IUF

Name: Kristjan Bragason

Signature:



Date: 18 January, 2022

SEIU

Name: Mary Kay Henry

Signature:



Date: January 26, 2022

UGT

Name: Ricardo Patah

Signature:



Date: 18 January, 2022