May 11, 2021

Public Affairs Council

Workshop: Communicating the Value of Government Relations in Dollar and Cents

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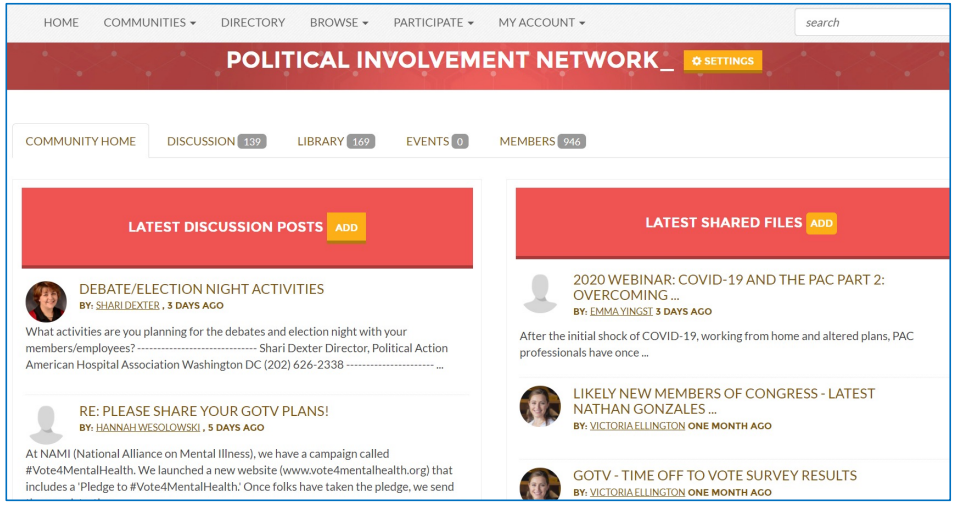

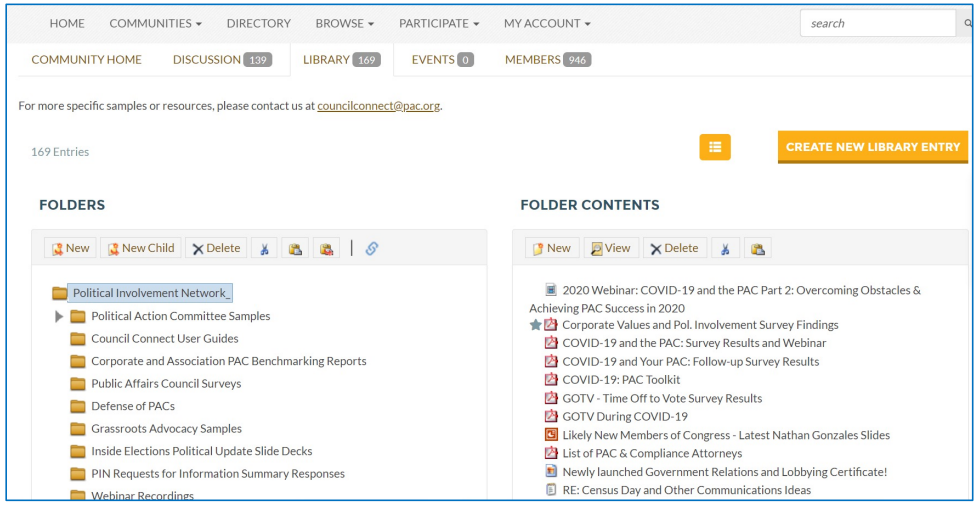

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- **Post about the certificate on LinkedIn or Twitter & tag the Council to receive a community credit!**

Platform Tips

Other questions? Contact: kmemphis@pac.org

Today's Speakers

Richard A Ferraro
President
Iron Peak Alliance, LLC

Genna Gent
VP, Global Government Relations
& Public Policy
McDonald's Corporation

Kelly Memphis
Senior Manager, Gov't Relations
&
Stakeholder Engagement Practice
Public Affairs Council
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Joe Quinn
Vice President, External Affairs
and Industry Relations
The Aluminum Association

Basic Principles of Measurement & Communication

Principle 1: Understand What GR Brings to the Table (The Value Proposition)

Government Relations:

1. Shapes public policy
2. Shapes public perception
3. Preserves and maintains reputation
4. Creates market and revenue opportunities/advantages
5. Reduces operating costs
6. Provides freedom to operate

Principle 2: Understand There is No Magic Formula

1. Select your measurement tools based on your work and on your leadership

2. Match your messaging to your organizational culture

3. Get early buy-in and agreement from stakeholders

4. Resist the urge to oversell or undersell

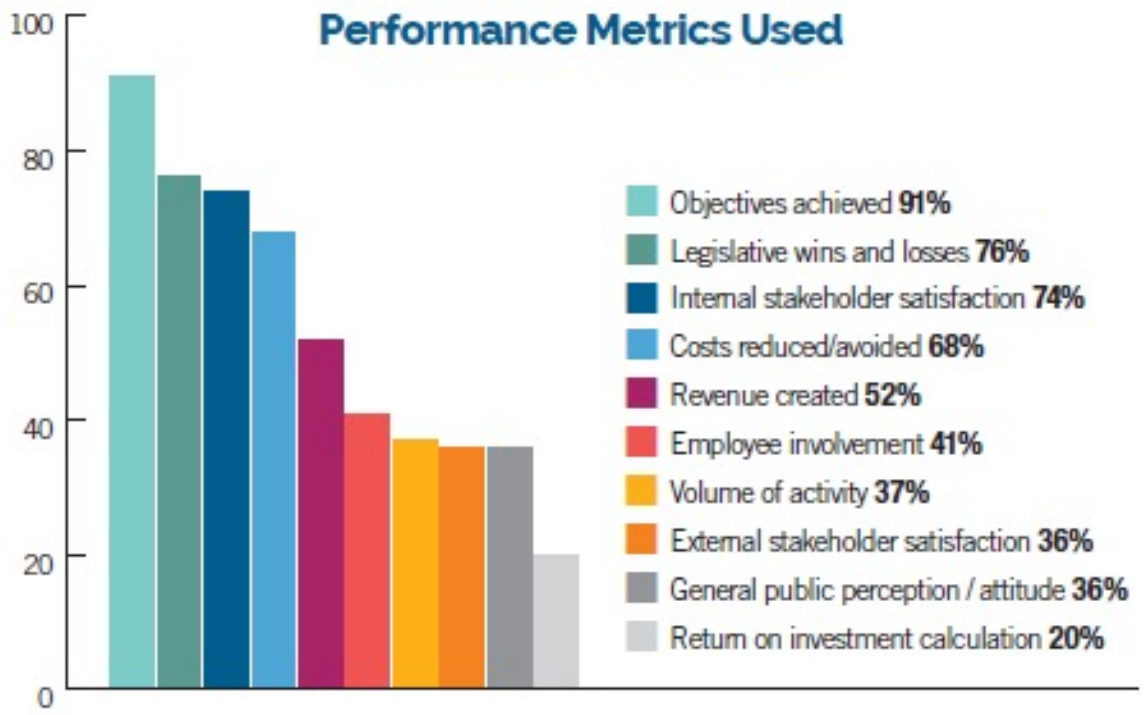
Principal 3: Prioritize Measuring over Counting

1. Counting vs. Measuring

- Internal/local reference point vs. global reference
- Where we are vs. where we're going
- What data is vs. what it means

2. Outputs vs. Outcomes

- Inputs and outputs are activities
- Outcomes = value produced
- It's about moving the dial


Performance Metrics Used
100
80
60
40
20
0
Objectives achieved 91%
Legislative wins and losses 76%
Internal stakeholder satisfaction 74%
Costs reduced/avoided 68%
Revenue created 52%
Employee involvement 41%
Volume of activity 37%
External stakeholder satisfaction 36%
General public perception / attitude 36%
Return on investment calculation 20%

Note: understanding, measuring, and clearly communicating the value of government relations is more important now than ever.

Negative Impact of the COVID-19 Pandemic Expected	Negative Impact
Public affairs budget allocated for business travel and/or in-person meetings	82%
Implementation of public affairs initiatives/actions planned prior to the pandemic	54%
Total public affairs budget	48%
Public affairs budget allocated for contract lobbyists and consultants	36%
Public affairs budget allocated for trade or business associations	34%
Overall operational effectiveness of your company's public affairs function	27%
Total number of FTE public affairs staff	20%

*State of Corporate Public Affairs 2020-2021

Public Affairs Council

MANAGE YOUR WORLD

kmemphis@pac.org

IRON PEAK ALLIANCE, LLC

NEW HEIGHTS IN CORPORATE VALUE

Public Affairs Council

Demonstrating the Value of Government Relations

Best Practices and Adjustments for a Post-COVID-19 World

May 11, 2021

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Part 1 – Best Practices for GR measurement

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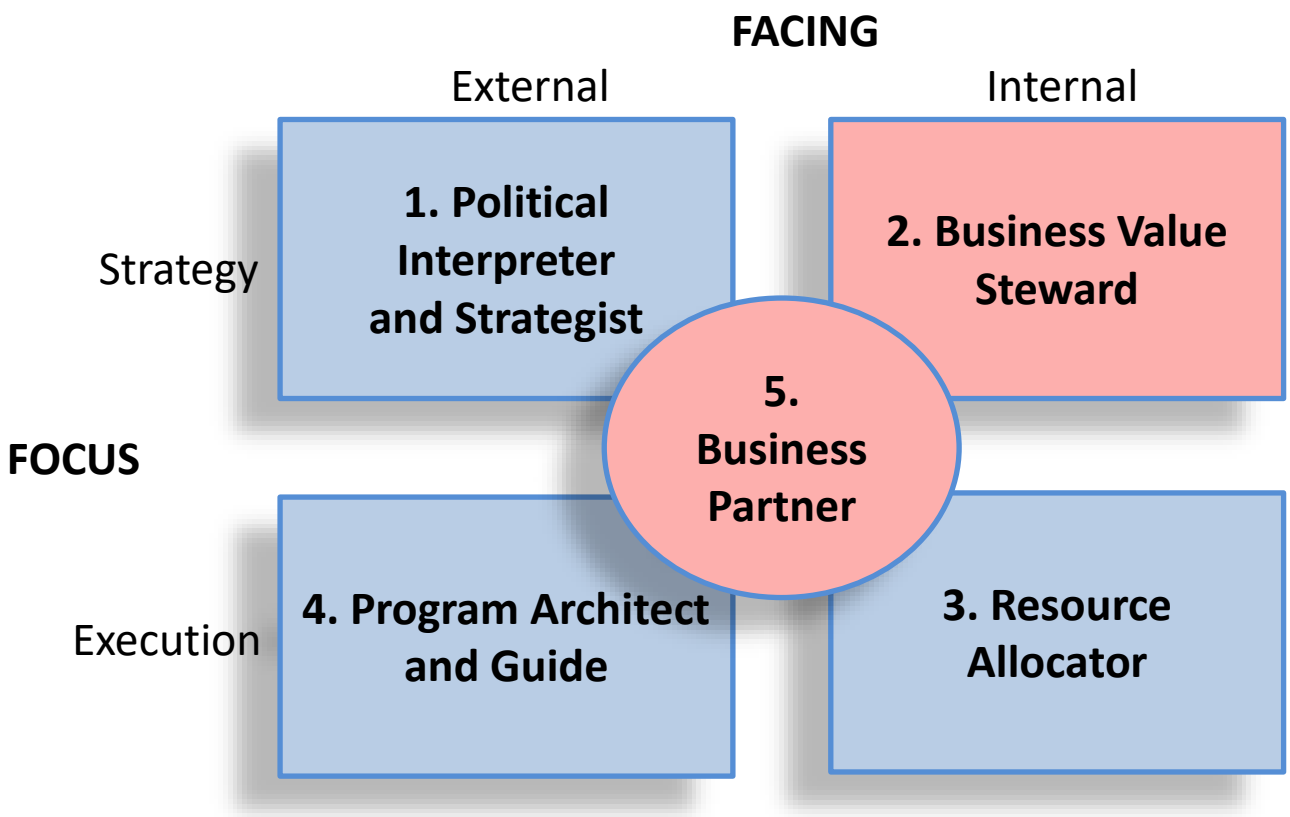
Today we will focus on two of the *five core roles* of the Chief PA Officer



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There are many executive decision filters to adjudicate the competition for departmental resources, but one is dominant

Decision Filter	Typical Self Talk
1. Emotional	I feel for that group
2. Intellectual	That is sooo cool!
3. Stakeholder (External politics)	What is expected of us? Or What can we get away with?
4. Relationship (suppliers or other units)	Cannot tick these people off, or always have time for that person/group
* 5. Business Case or Value Proposition	The business value is more than worth the expenditure and the numbers prove it
6. Strategic	On- or off-strategy given priorities we agreed with the Board?
7. Internal Politics	Recognition of unattributed “pull” of a competing department -- Most used by the department whose budget shrank

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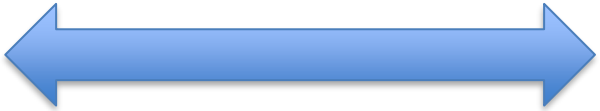
Value Measurement has two components – the measurement approach, and how performance is evaluated

1. Measurement **Approaches**



Qualitative **Quantitative**

People learn both ways, so **use both**

2. Dimensions of **Performance**

Effectiveness

- Issue win-rate
- Value produced (P&L impact)
- Strategies enabled
- Policy reputation benchmark
- Success stories

Efficiency

- Results to Activity ratio
- ROI or payback
- GR budget benchmark
- Stories and examples

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The discipline of Issue Management *enables measurement* because it give structure to different chunks of Public Affairs work

Types of Issues	Definition	Applies to
1. Business Issues	• Legislative and regulatory advocacy • Support of company strategic priorities	• Bills introduced • Proposed Regs • Supporting business strategy
2. Policy Positions	The process to close the gap between your actions and stakeholder expectations	• Reputational work • Political and social advocacy

Issues serve as a unit of work and measurement GA and PA, just like ***cases*** for a legal shop, **new products** for R&D, **projects** for IT

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Categorizing issues based on their impact

Legislative and Regulatory Examples

	Opportunity	Risk
Revenue	Pass new legislation that opens up a new market, e.g. new geography, new segment for existing product	Defeat a proposed law that would restrict the size of the market, e.g. due to proposed tariff, or eligibility restriction
Cost	Pass legislation that eliminates a compliance cost, e.g. labeling, paperwork submission	Defeat a proposed regulation that requires a higher threshold of compliance that forces costly alteration of operations

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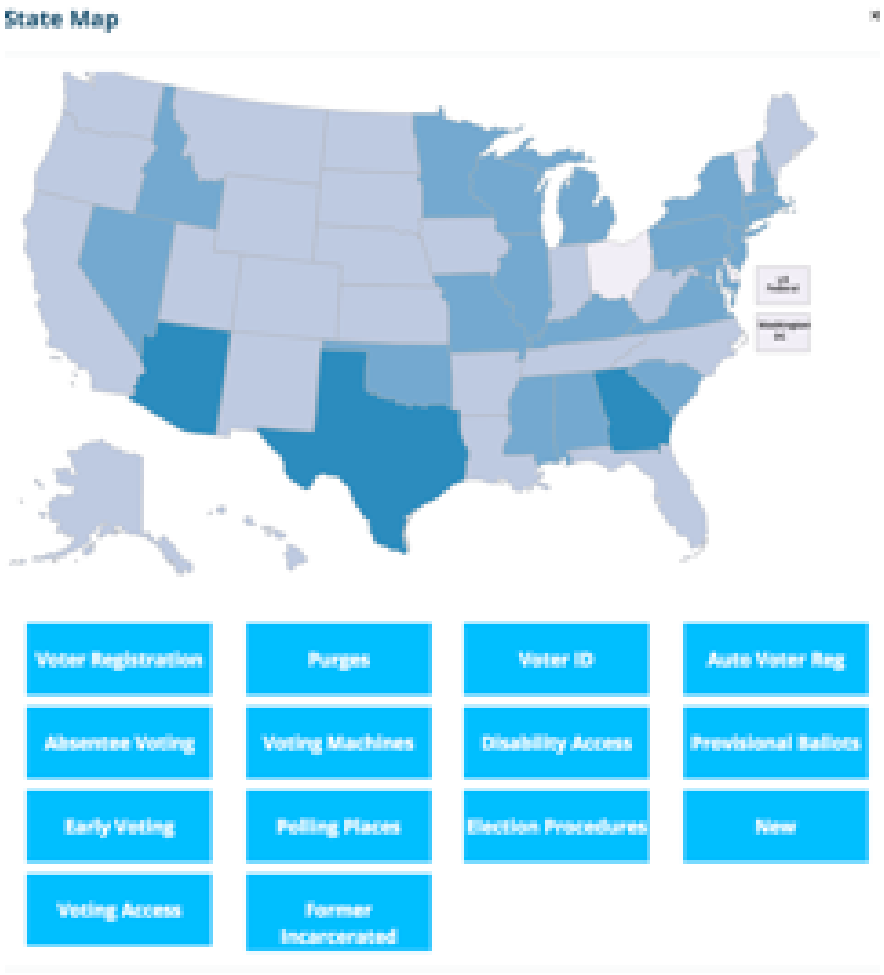
Political and social issues require awareness, monitoring, and interpretation to determine the business impact

Illustrative Legislative Landscape on **Voter Rights**

Restrictive

361 Bills
5 passed into law



Expansive

843 Bills
9 passed into law

Source: BillWatch – Contexture AI

More detail in Appendix

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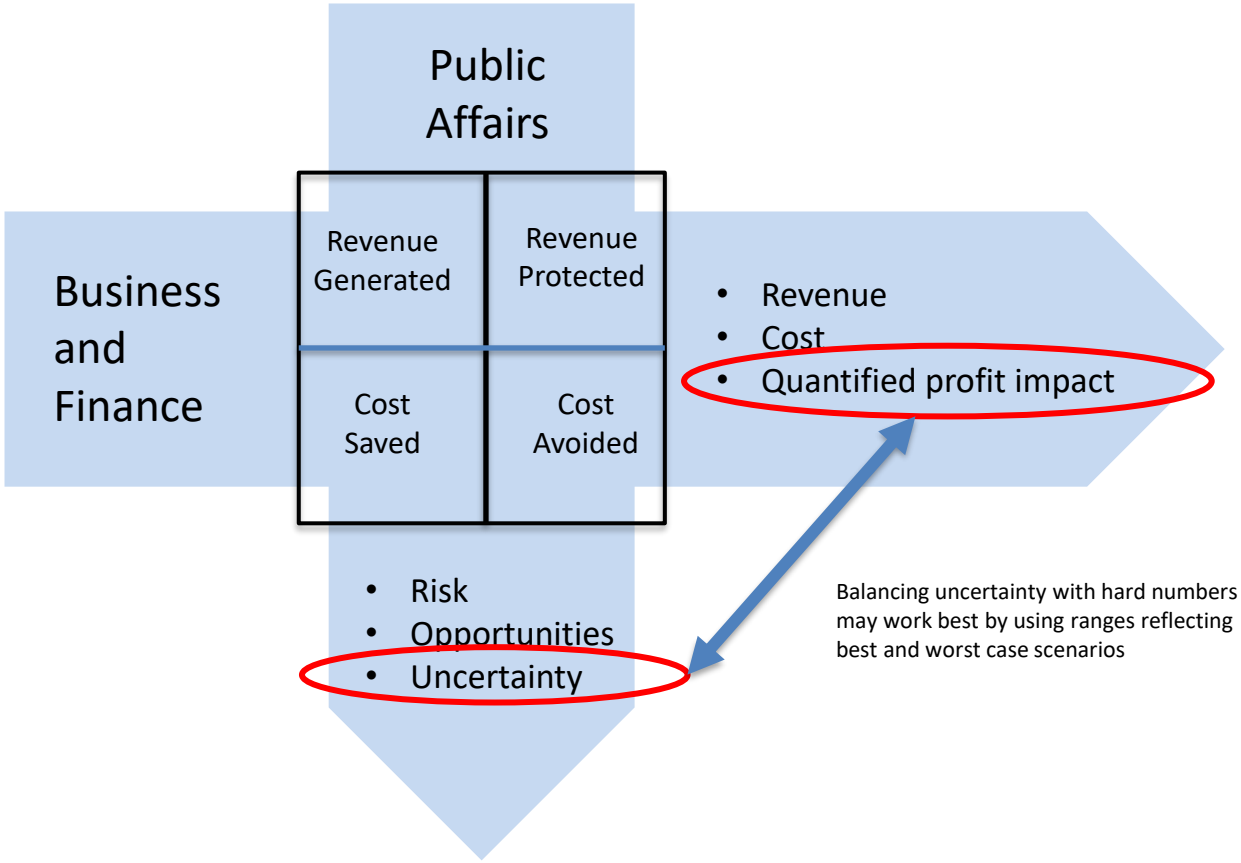
This framework integrates the perspectives of Public Affairs and the business, and appeals to top executives



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Illustrative bottom line impact examples using Amazon

Expand Federal discount to employees of seven states
10% profit on $.5B new sales*

$50M of profit related to e-commerce revenue

Campaign with Post ad
10% profit on $2.8B sales

$280M of profit related to Federal AWS business

Revenue Generated	Revenue Protected
Cost Saved	Cost Avoided

Offer USPS-like deal to Canada Post
15% less logistics cost on Canada sales of $17B*

$2.55B of savings due to improved staging

Prevent USPS contract renegotiation
$1 adjustment per pkg worth $1.8B

$1.8B of value related to e-commerce shipping

* Note: fictitious numbers for illustration only

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A quantified Business Issue list can summarize the overall profit and loss (P&L) impact across the entire portfolio of issues

ILLUSTRATIVE EXTRACT -- quantified issues list

Business Unit	Issue Title (Illustrative)	Impact Low ($M)	Impact High ($M)	Cost or Revenue	Opportunity or Risk
Industrial	Allow our technology to be accepted for military use	325	375	Revenue	Opportunity
Consumer	Seek FDA approval for ingredient x	150	200	Revenue	Opportunity
Industrial	Competitor technology is chosen as preferred vendor by local governments	65	80	Revenue	Risk
Services	State licensing and tax provisions are enacted	35	40	Revenue	Risk
	Total Revenue	575	695		
Industrial	Remove xyz requirement in regulated utility market	5	6	Cost	Opportunity
Industrial	Deregulate provision x in in EPA code	7	14	Cost	Opportunity
Consumer	Allow our technology to be accepted for pets	140	210	Cost	Opportunity
Consumer	Change xyz designation to be emergency service and transport	35	50	Cost	Opportunity
* Industrial	Current requirement for labelling and reporting is expanded	20	40	Cost	Risk
Consumer	Import tax on Product X is put in place	30	33	Cost	Risk
Services	Privacy fears lead customers to demand human quality check on step x	150	230	Cost	Risk
	Total Cost	387	583		

*Example illustrated on following page

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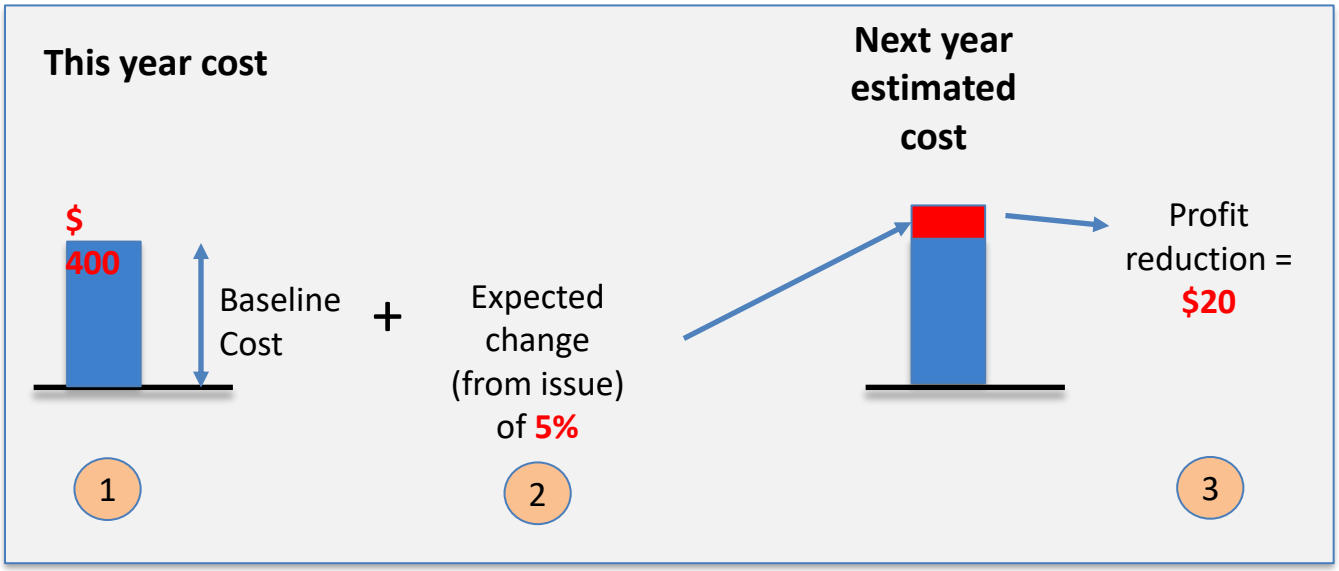
Example: Identifying the expected impact of an issue affecting cost structure

1	2	3
Baseline($) x	Increment(%) =	P&L Impact($)
$ 400	5%	$20



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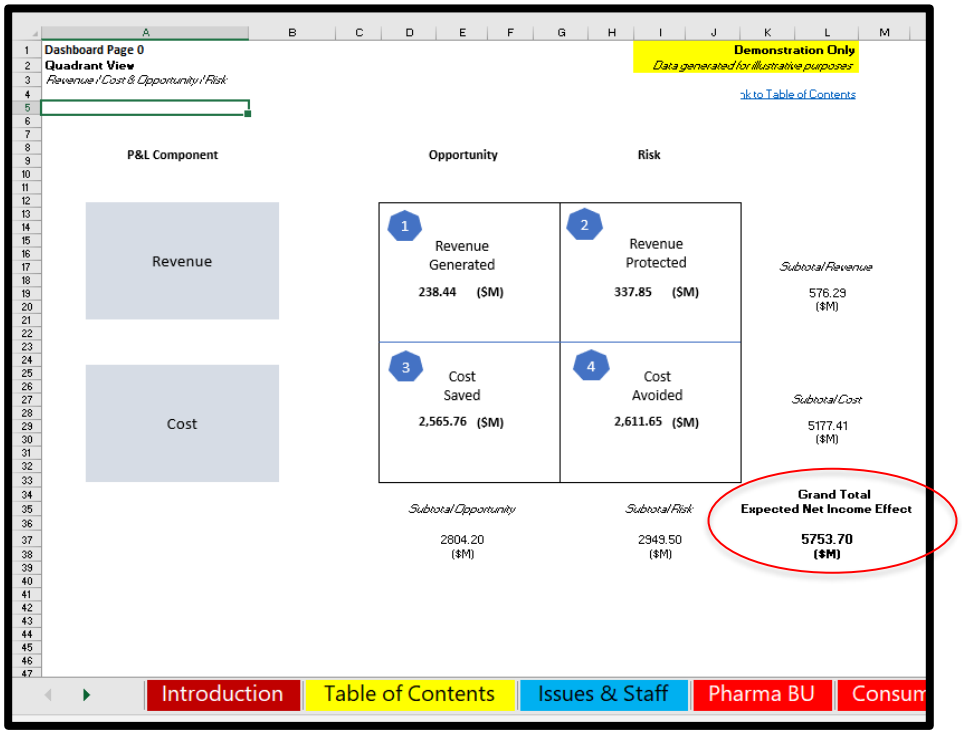
Dashboard example: quantified P&L impact across the full portfolio of issues

PORTFOLIO VIEW WITH ILLUSTRATIVE DATA USING **FIST**



Could be the basis for an annual GA "Value Report" to the corporation

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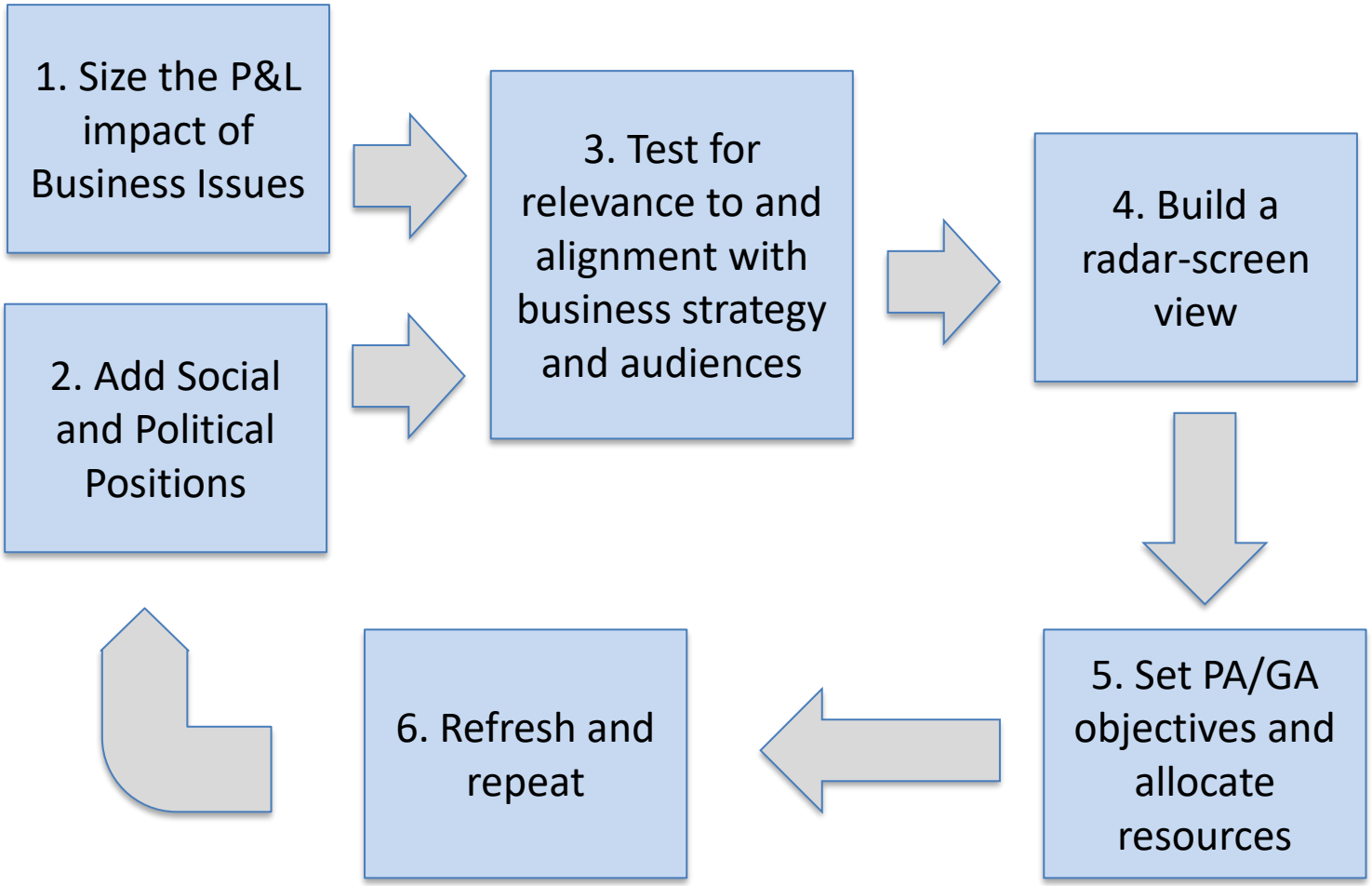
A business process for managing the full range of Issues and Positions



Foundation required: issue management process discipline

Why is measurement so hard?

1. **Risk** – Extreme or existential risk is so devastating that efficiency no longer serves as a driver and, just like a firehouse, simply having the capacity to respond effectively takes on new value
2. **Prospective nature** – Judgements must be made on how to invest before the drama plays out
3. **Causality** – Was the outcome due to industry advocacy efforts or some unknown cause?
4. **Attribution** - How do you know which of the players really affected the outcome? Was it a collective result, or was there one key influencer?
5. **Uncertainty** – Changing perspectives, votes, and provisions of a bill or regulation can change as the process proceeds, leaving at best, a probabilistic outlook
6. **Expectations for hard data** - With the rise of digital transformations, AI and intelligent automation corporate leaders expect to see more measurements everywhere in the business (and for some leaders, including GR)
7. **Audience variation** - Executives come in all-sizes such as trust profile, intuitive versus concrete thinkers, orientation to numbers, strategic versus tactical, pressure for performance, pressure from Boards, etc.
8. **Bottom-line challenges** – Hard economic decisions are made easier when numbers tell a story (NEW with COVID-19)

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Ways to make measurement easier

1. Focus not just on how to win, but **how much** winning on an issue will help business results and prioritize accordingly
2. Use **multiple approaches** - Use a variety of measurement techniques to maximize reach and understanding, including the illumination of profit impact
3. Study your executive audience to align the information and story with **learning and decision styles**
4. Be proactive in **offering measurements** – when your department is asked for them, its usually already too late
5. Remind everyone at least annually about your value – with an **Annual Value Report** that has quantified examples/measures
6. **Partner with Finance** so they will endorse your numbers
7. Do not seek perfection – an estimate is far better than no numbers at all (**direction wins over precision**)
8. Be willing to put "hard" numbers on "soft" or uncertain activities as a way to **communicate relative size**
9. Drive momentum by naming a "**Quant" Czar**/Team to advocate all year long for measurement of your value
10. Try bite-size chunks and **continuously improve**

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Part 2 – GR value measurement in a post-COVID-19 world

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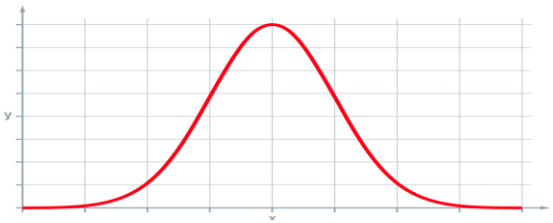
Impact of COVID-19 differs widely by industry, and the outcome will depend on each company's challenges and response



ILLUSTRATIVE

Lose

- Retail
- Energy
- Sports
- Entertainment
- Travel
- Ride share
- Tourism
- Real Estate

Mixed

- Financial Services
- Healthcare
- Food
- Profess. Services
- Manufacturing
- Wholesale
- Transportation
- Logistics
- Education

Win

- Technology
- Telecomm
- Collaboration
- De-Carbonization
- Construction

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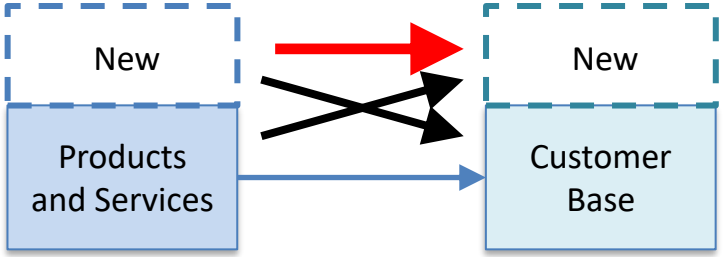
What is happening to your business?

- Drop entire products, services and businesses
- Downsize to fit cautious consumers in a very battered economy
- Re-plan the entire business
- Re-plan the rest of the year and subsequent years

New vectors for action



"Never waste a crisis" – thinking differently about the business may provide rewards that are now worth the risk

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The Lockdown Recession is driving dramatic cost reduction and scrutiny due to increased competition for scarce resources

- Corporate will demand measurements that:
  - Prove your function has a relatively high ROI (value-to-budget-ratio)
  - Demonstrate you created more value given your resources when compared to other functions
- Value consists of:
  1. Profit impact (delivered and prevented) on the new and the old business
  2. Maintaining "ability to respond"
  3. Enabling the new and refined business strategies

Be the camper who stops to put on shoes

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Building a value-first measurement strategy for Public or Government Affairs

Steps

1. Refine your function's mission if needed
2. Estimate the profit impact of issues
3. Manage the portfolio of issues in segments to better match the business and response needs
4. Tie staff allocation to issues and keep adjusting as needed
5. Provide an internal Annual Value Report with numbers, stories, and examples
6. Obtain feedback from business leaders on how to continuously improve

Main PA/GA Value Drivers

- Reducing **risks** to the business
- Seizing **opportunities**
- Preserve or obtain the freedom/**license to operate**
- Shape your **reputation** with stakeholders
- Accelerate or improve the value of your **new business strategies** and objectives

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Like at a firehouse, maintaining the ability to respond is more important than being the most efficient

Types of Firefighting Work	Staffing	Main Goal
• Multiple emergencies • Special events • Seasonal risks	**1. Variable**	Efficiency
Always-ready response capability	**2. Core**	Effectiveness

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What stays the same as we go forward

1. Need for **timely relevant information**
2. Using issue management **discipline** for risks and opportunities
3. **Executives will seek insight** to imputed profit impact of potential issues even if business is reconfigured and social or political issues affect the business **indirectly**
4. **Internal relationships** are essential to remain relevant to the business as it changes
5. Ability to measure and **demonstrate/communicate value** – even if you are never asked for it
6. **Needing a voice** about your value - do not assume that people know how value is generated by your function because it is unique

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What will be different as we go forward

Company -wide	1. War-time thinking 2. Greater recognition of public purpose and public shared value 3. Focus on customer and employee safety 4. Protecting and regenerating supply chains 5. Quick digital transformation to support virtual work and commerce 6. Hesitation not acceptable
Government Affairs	1.More **scramble for scarce resources** **2.Higher scrutiny** and demand for justification of GR value-add **3.Baselines may no longer be relevant** if business model or structure changes 4.Issue portfolio will be more **dynamic and situational**, including M&A **5.More frequent check-ins** with business units and corporate COVID-19 nerve center **6.Less precision** for calculations due to uncertainty 7.More need for **scenarios** (high/low, slow/fast)

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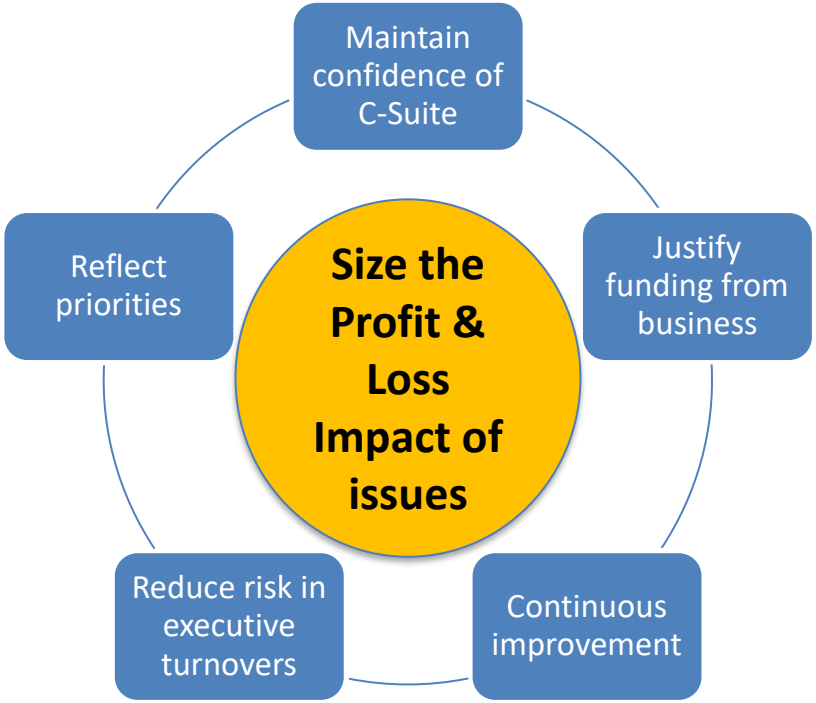
Quantification of P&L impact reduces risk, helps funding, improves management and effectiveness for Public and Government Affairs



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Questions?

For more information, contact Rick Ferraro at:
rick.ferraro@ironpeakalliance.com
or call 202-210-6486

Additional free resources available on www.ironpeakalliance.com

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APPENDIX -

Overview of the Legislative Landscape

Restrictive Bills on Voting Rights

- Currently 361 Bills with restrictive provisions across 47 states
- 5 Bills have been passed into law in AR – 2, and 1 each in GA, IA & UT
- Most are targeting restrictions on absentee voting, but other areas of focus include:
  - Voter registration
  - Voter identification
  - Expanding voter roll purges
  - Reducing early voting access
- States with largest volume of restrictive bills in process:
  - Texas (49) Georgia (25) & Arizona (23)

Source: BillWatch – Contexture AI

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Overview of the Legislative Landscape

Expansive Bills on Voting Rights

- Currently 843 Bills with expansive provisions across a different mix of 47 states
- 9 expansive Bills have been passed into law in VA – 5, and 1 each in MA, MT, NJ & NY
- Most are targeting expansion on absentee voting, but other areas of focus include:
  - Voter registration
  - Access to early voting
  - Restoration of voting rights of prior incarcerated persons
- States with largest volume of expansive bills in process:
  - New York (116) Texas (111) Mississippi (49) Missouri & New Jersey (40) Minnesota (36)

Source: BillWatch – Contexture AI

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The Aluminum Association

POLICY R.O.I. FOR THE ALUMINUM INDUSTRY

Joe Quinn
Vice President, External Affairs & Industry Relations
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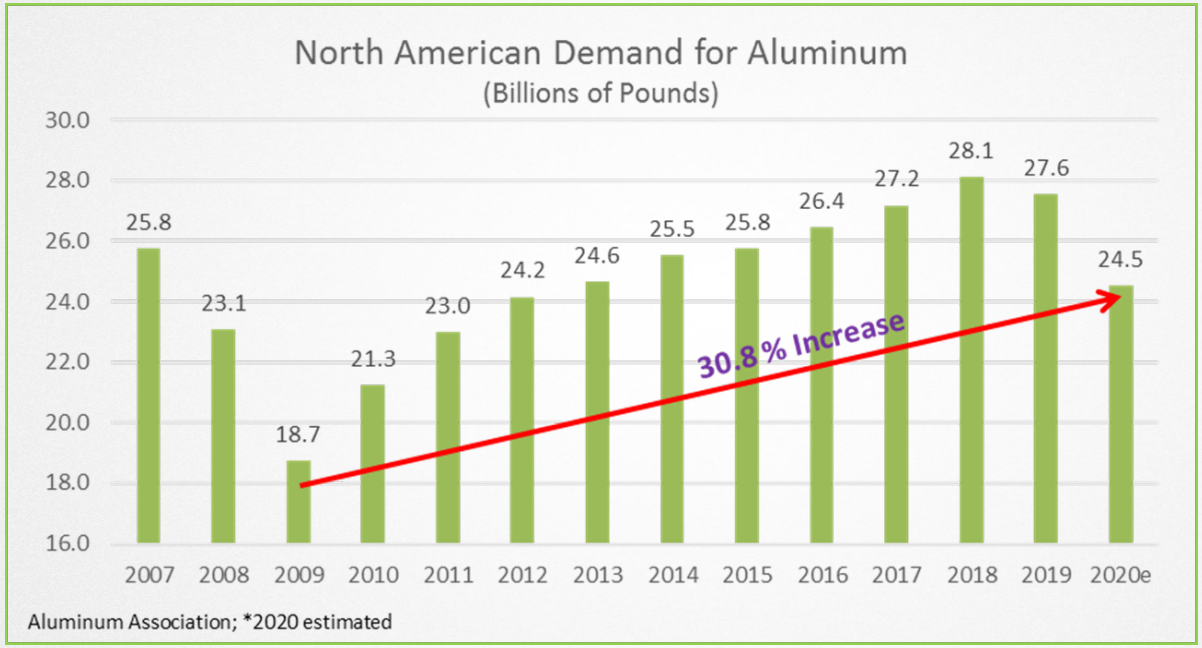
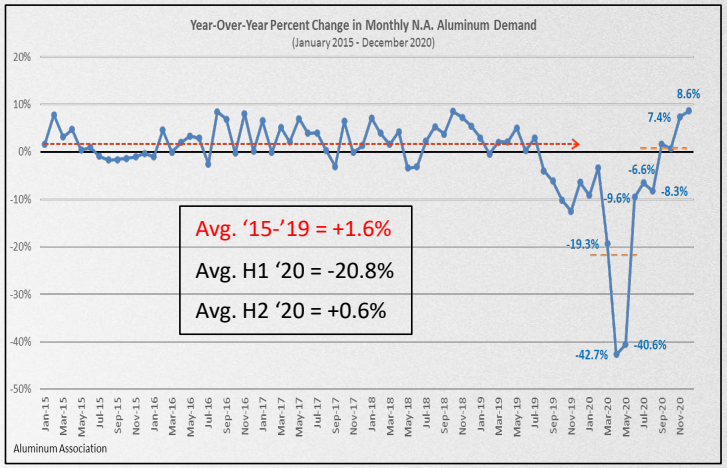
May 11, 2021

ALUMINUM: THE MIRACLE METAL

- Element 13 on the periodic table
- You are never more than 6 feet away from aluminum
- 75% produced in 125+ years is still in use
- Every aluminum vehicle: 5-start safety rating
- Aluminum is infinitely recyclable
- From Wright Brother's engine to Int'l Space Station

BIG PICTURE TRENDS





COVID-19 Pandemic: "Essential" Industry, Profound Impact on Operations & Markets

Sustainability: Proactive Market Growth & Development Opportunities

New Administration, New Congress: Shift in Policy Focus, Regulations

MARKET TRENDS

Tremendous Opportunities

Packaging: Shifting consumer preferences driving demand for beverage cans and flexible packaging.

Transportation: EVs will intensify light-weighting demands. RV production surged. Aerospace recovering.

B&C: Tremendous resiliency, with housing starts up 7% and construction spending up 4.7% for the year.

Electrical: Renewed attention to electrical grid could lead to significant investments.

Unprecedented Uncertainty

- Impact of COVID Relief and vaccination roll-out?
- Less commercial construction?
- Travel recovery post-pandemic?
- New fuel economy regulations?
- Federal investment in infrastructure?
- China's Impact on global aluminum trade flows – and trade policy?

SET UP FOR SUCCESS

1) Landscape analysis to determine current state and desired state.
   - Market trends –> Impact of Policy –> Policy we can influence

2) Define what is being measured.
   - “I don’t pay you to have meetings. I pay you to open markets.”

3) Work with target audience to determine priorities, metrics and desired outcomes.
   - It’s more art than science

4) Tailor ROI parameters for each issue.
   - There is no one-size-fits-call for Policy ROI.

WHERE CAN WE MOVE THE NEEDLE?

A Policy Roadmap for a Competitive U.S. Aluminum Industry

Energy

Environment

Infrastructure

Trade

Workforce

aluminum.org/agenda

RATIONALE AND APPROACH

AND: Estimate impact of Association advocacy to determine our fair share of the overall cost savings/revenue growth figures. Validate with key Association members.

Three Types of ROI:

1) Cost Savings (232 Exemptions, Regulatory Changes)
   - Reduced tariff collection, based on historical trends and import volumes.
   - Mitigate or avoid cost of compliance with potential regulations, comparing different plausible scenarios against the eventual outcome.

2) Maintain or Grow Markets (SAFE Rule)
   - Assessment of incremental changes in aluminum demand per vehicle sold over the term of the regulation between rule drafting and rule finalization that was impacted by association advocacy efforts

3) Funding Government Program (AIM)
   - Final FY21 appropriations funding level for industry priority request, as an approximation of what it would cost the industry to set up a similar function independently.

DELIVERING VALUE

Policy Outcome	Association-Induced ROI
Quota-Free Exemptions from Section 232 Tariffs for Canada & Exclusion Fixes	$40 million
Aluminum Import Monitoring – Launched & Funded	$1.5 million
Final SAFE Rule	$68.75 million
COVID Activity ("Essential" designation, PPP/MSLP eligibility, new resources)	$50 million
PM NAAQS	$1 million
TOTAL	**$161 million for the industry** ***vs. $8 million association budget***

JOIN THE CONVERSATION

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Aluminum Week every Friday at 8 a.m. ET

Aluminum Nation

Text NATION to 52886

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McDonald's – A Case Study

Genna Gent, VP Global Government Relations &
Public Policy

May 2021

The Value of GR:
A Play in Three Acts

Act 1 - The Before Time
A (Pretty Standard) Plan for Engagement

ACT 2 – The Covid Crisis
Finding Opportunity

ACT 3 – Post-Covid Reality
How to Capture Lighting in a Bottle

The Value of GR:
A Play in Three Acts

Act 1 - The Before Time
A (Pretty Standard) Plan for Engagement

ACT 2 – The Covid Crisis
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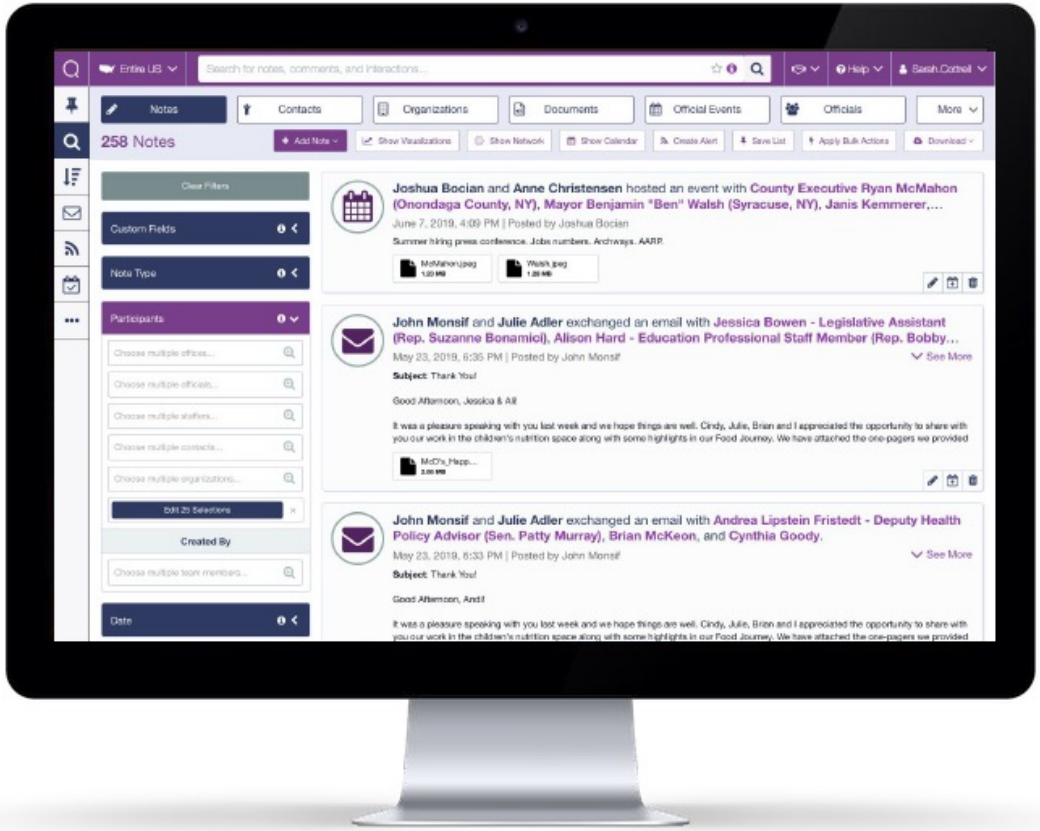
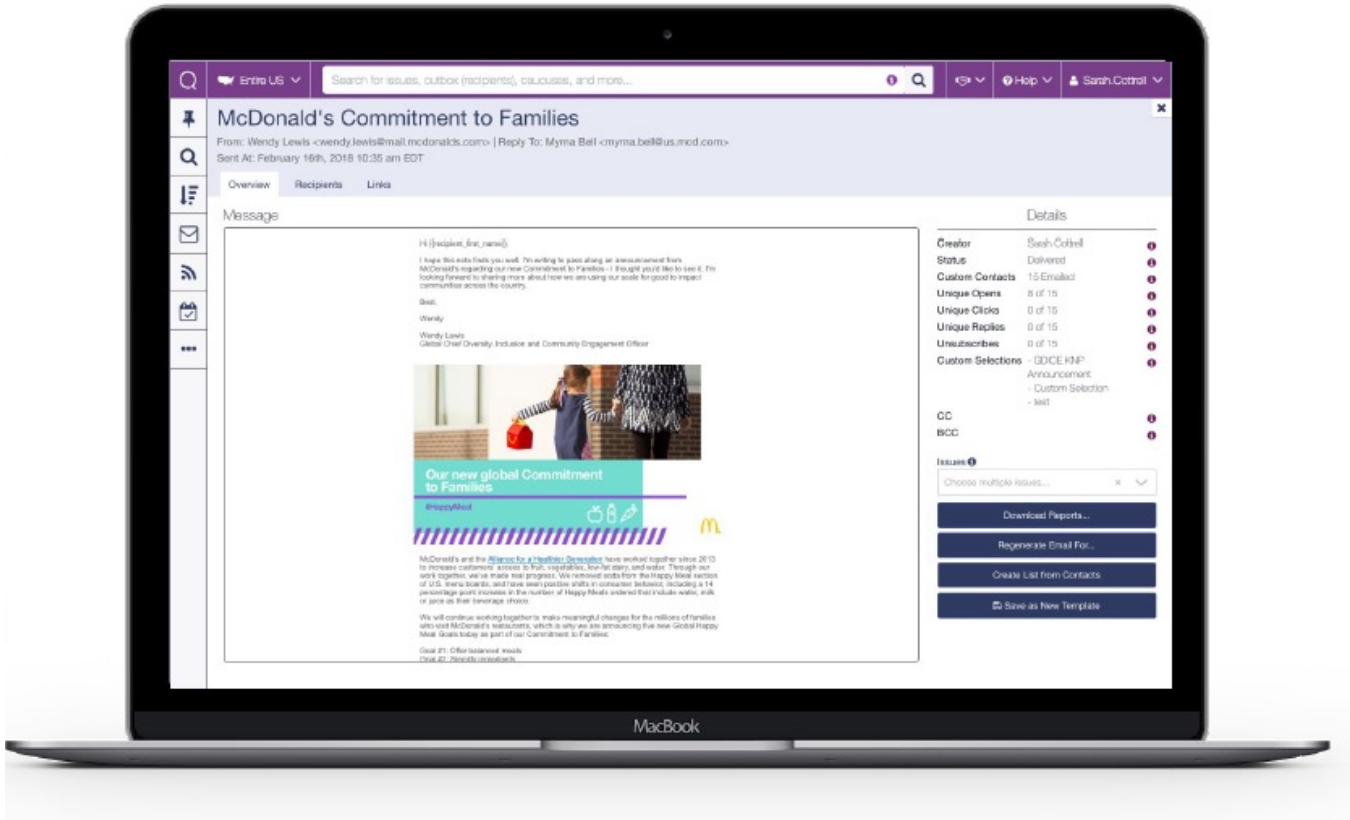
ACT 3 – Post-Covid Reality
How to Capture Lighting in a Bottle

Tracking Engagement

GOAL: Create Advocates who Can Help us Get Ahead of Legislation



Tracking Engagement



Moving the Needle - State and Local

Beginning of 2021

Opponents	Neutral	Friend
46	**148**	**49**

End of 2021

Opponents	Neutral	Friend
21	**80**	**129**

**These numbers are not accurate - for demonstration purposes only*

Moving the Needle - State and Local Breakdown

Total Number of Opponents at the Beginning of 2021:

49

End of 2021*

43% of Opponents	33% of Opponents	10% of Opponents
Stayed Opponents	**Moved to Neutral**	**Moved to Friend**
21	**16**	**5**

These numbers are not accurate - for demonstration purposes only

The Value of GR:
A Play in Three Acts

Act 1 - The Before Time
A (Pretty Standard) Plan for Engagement

ACT 2 – The Covid Crisis
Finding Opportunity

ACT 3 – Post-Covid Reality
How to Capture Lighting in a Bottle

Government Relations Focus

Families First Act: What We Know

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Status	State
Must Close (DT, Delivery Allowed)	IL (take out okay), OH MA (take out okay WA (take out okay
Recommend going to DT, Delivery only (watching other states, could review)	FL – indicated tod
Require Social Distancing	NM
50% Capacity Reduction	CA** NY
State has indicated it may close Restos	MI – expect to clo NJ – likely to be ar OR – still consider
Hot Spot States (GR believes these may reconsider their decisions, and/or move to restriction)	CA CT MD NY RI FL – indicated tod WI

** = Subject to*
for a child wh
*** = Caring fo*

MCDONALD'S GOVERNMENT RELATIONS
COVD-19 DAILY UPDATE
March 20, 2020

Good Evening, McFamily!

This daily update is to keep you apprised of the federal government's actions to combat the Coronavirus. Congress and the White House are facing unprecedented challenges and legislative activity is extremely fluid and advancing at a lightening pace. This email will cover the key issues of the day and will provide you with a sense of the government's progress.

I would like to note that **beginning Monday, I will no longer be sending this email** but rather this **information will be included in the Daily Field Brief Alert instead** and it will also be found in the Coronavirus Resource Center under the Government Relations Resources tab found in the "Specific Resources by Topic" section.

If you missed yesterday's edition, you may find it by clicking here. Today's topics include:

1. **S. 3548, the Coronavirus Aid, Relief, and Economic Security (CARES) Act (Third COVID-19 Aid Package)**
   a. Status of Senate Negotiations
   b. Qualified Improvement Property (QIP) Correction Included
   c. Summary of Key Sections
      i. Small Business Interruption Loans
         1. Loan Programs
      ii. Relief for Individuals, Families and Businesses
         1. Recovery Rebates for Individuals
         2. Delay of Estimated Tax Payments for Corporations
         3. Delay of Payment of Employer Payroll Taxes
         4. Modification of Net Operating Losses
         5. Modification of Limitation on Losses for Taxpayers Other Than Corporations
         6. Modification of Limitation on Business Interest
      iii. Assistance to Severely Distressed Sectors of the U.S. Economy
         1. Emergency Relief Through Loans and Loan Guarantees
2. **Deadline for Filing Taxes Postponed: July 15th**
3. **H.R. 6201, the Families First Coronavirus Response Act (Second COVID-19 Aid Package)**
   a. Summaries
   b. Status on Implementation

We apologize for such a dense email but there are **a lot of provisions in the CARES Act that will impact the system** and we want to be sure you have the **opportunity to review what is most important you** while the bill is being negotiated in the Senate. Please don't hesitate to contact either me or Sam Tatevosyan at sam.tatevosyan@us.mcd.com should you have any questions and have a great "weekend."

Best,

John Monsif
Director, U.S. Government Relations

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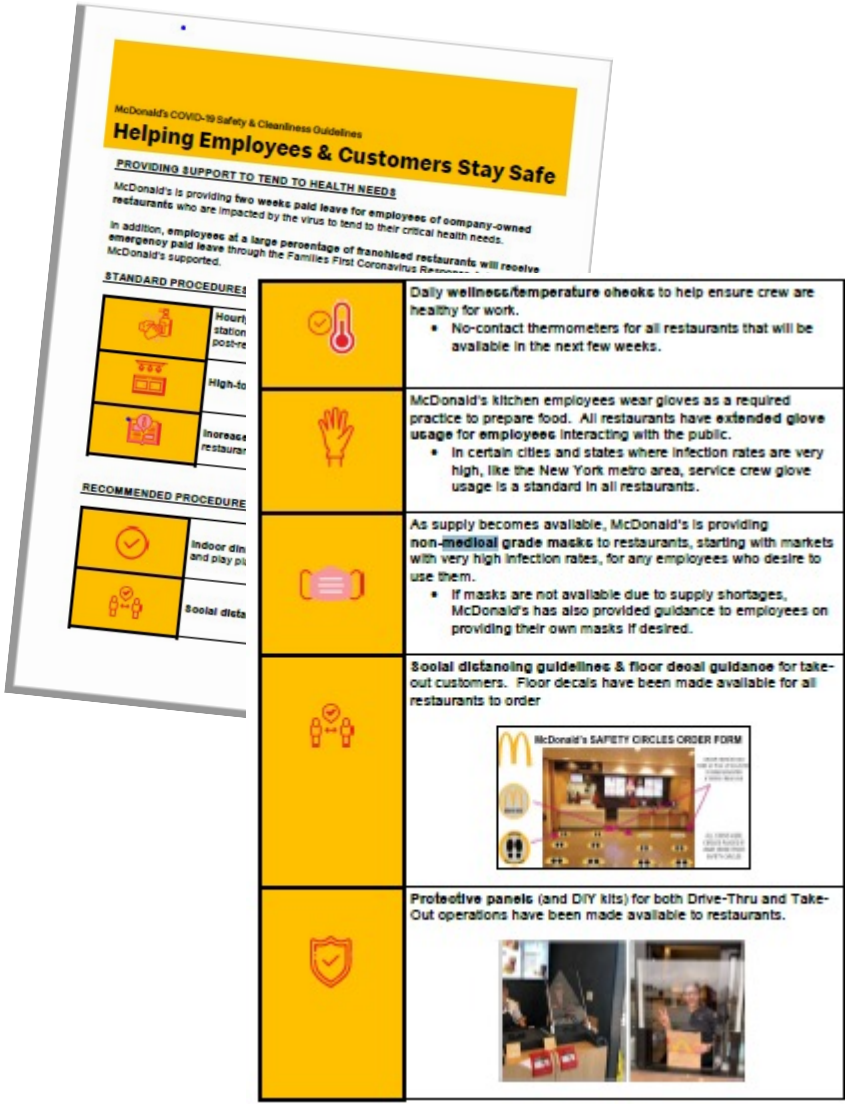

McDonald's COVID-19 Safety & Cleanliness Guidelines

Helping Employees & Customers Stay Safe

PROVIDING SUPPORT TO TEND TO HEALTH NEEDS

McDonald's is providing **two weeks paid leave for employees of company-owned restaurants** who are impacted by the virus to tend to their critical health needs.

In addition, **employees at a large percentage of franchised restaurants will receive emergency paid leave** through the Families First Coronavirus Response

McDonald's supported.

STANDARD PROCEDURES

RECOMMENDED PROCEDURE

	Daily wellness/temperature checks to help ensure crew are healthy for work. • No-contact thermometers for all restaurants that will be available in the next few weeks.
	McDonald's kitchen employees wear gloves as a required practice to prepare food. All restaurants have **extended glove usage for employees** interacting with the public. • In certain cities and states where infection rates are very high, like the New York metro area, service crew glove usage is a standard in all restaurants.
	As supply becomes available, McDonald's is providing **non-medical grade masks** to restaurants, starting with markets with very high infection rates, for any employees who desire to use them. • If masks are not available due to supply shortages, McDonald's has also provided guidance to employees on providing their own masks if desired.
	Social distancing guidelines & floor decal guidance for take-out customers. Floor decals have been made available for all restaurants to order McDonald's SAFETY CIRCLES ORDER FORM
	Protective panels (and DIY kits) for both Drive-Thru and Take-Out operations have been made available to restaurants.

- All-Elected Letters
- AG, Gov, Mayor Outreach
- Zoom Briefings
- US President Meetings With Campaigns

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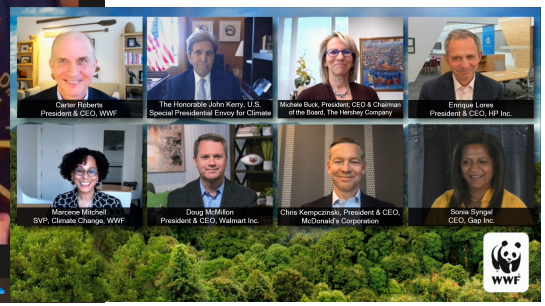
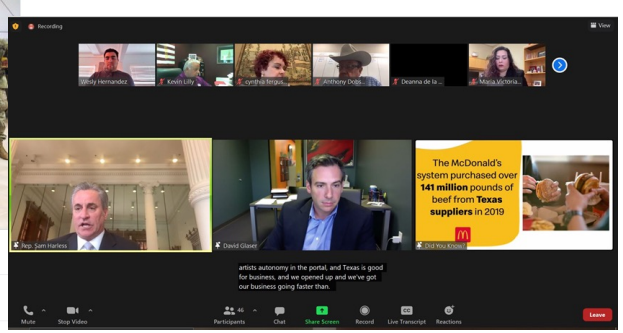


Today…



…but what does tomorrow look like?

Thank you